

# LET'S FREE CAMEROON!

Reform our state, clean up public finances and build a powerful and conquering sovereign nation.



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# MY AMBITION FOR CAMEROON...

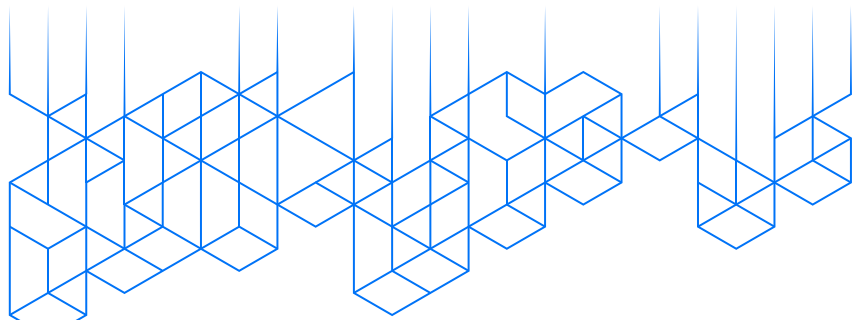
Fellow Cameroonians, as on many occasions throughout its history, our country finds itself facing its destiny today. This year, 2025, time has come to make the choice that will determine our common future. Faced with the many risks and uncertainties, I cannot help but call upon the memory of our founding fathers.

At every defining moment in our history when the lives of our people have been threatened, the young people of our country, aged 20 to 40, have risen up to oppose lies, oppression and the destruction of our identity.

Since 1910, following Kum'A Mbappe known as Lock Priso, Rudolph Douala Manga Bell, Martin Paul Samba and their companions opposed imperialist Germany. In 1948, Ruben UM Nyobe, Félix Roland Moumie, Ernest Ouandie and their comrades engaged in the fight to wrest the reunification and independence of our country from the hands of France and England.



In October 1961, following Cameroon's independence under French rule, our fathers of British Southern Cameroons made the conscious choice to join forces with their brothers and sisters to found the Federal Republic of Cameroon. In the early 1990s, our parents' generation, also aged between 20 and 40, fought for and achieved the enshrinement of fundamental freedoms and democracy. History still challenges us today!



The legacy of courage, unity, and a sense of common good of our founding fathers has been perverted over time. Our country now finds itself deeply divided. As proof, in the face of the discontent and frustrations of our brothers and sisters in the northwest and southwest regions, force has prevailed over dialogue, causing more than 5,000 deaths and nearly 100,000 refugees and internally displaced persons since 2016. The economic situation across the country is no better. And to cite just a few realities:

- Fuel prices have increased by more than 40% in less than two years, even though Cameroon remains an oil-producing country;
- The urban taxi, which still cost 200 CFA francs in 2014, rose to 350 francs in 2024. This drastic increase in transport costs has caused the prices of basic necessities in the markets (rice, flour, sugar, oil, salt, tomatoes, onions, etc.) to double in less than 10 years;
- Wages are subject to increasing tax deductions, and the government recently decided to subject Cameroonian workers to additional taxation of their income;

- Electricity has become a rare commodity and our rubbish towns are full of potholes and insecurity. Honest citizens who earn their dues by the sweat of their brow, as well as the small housewife who gets by on a daily basis, are no longer able to feed their families with dignity. All these hardships that we experience in our flesh are the result of systemic corruption and financial mismanagement that continue to enrich a small group of privileged people, to the detriment of the vast majority of Cameroonians.

### **My Cameroonian brothers and sisters, our future is in danger!**

Far from discouraging us and building on our resilience, which is often cited as an example, the great meeting of 2025 offers us a unique opportunity to give a new direction to the progress of our country. Keeping in mind the weight of the legacy of our patriots of yesterday when they were less than 40 years old, several Cameroonian organizations have formed a platform and brought together within the HIRAM25 ALLIANCE, the new civic and political leadership which carries a message of hope and systemic transformation for our country. didat in the 2025 presidential election!!

We have listened to your concerns; we have consulted your opinions; we have recognized ourselves in your pain and suffering; and we have merged your intelligence to construct a UNIFYING AND SOVEREIGNISTIC POLITICAL OFFER.

By consensus within the Patriotic Alliance, the choice fell on my modest person to defend, in the eyes of all, the program which will allow us to reform our State, to clean up public finances and to build a powerful and conquering nation.

### **I am Hiram Samuel IYODI.**

A 38-year-old Cameroonian citizen, a chemical process engineer by training and an auditor by profession. I have spent most of my career advising governments, public companies, industrial enterprises, and SMEs. A former youth movement leader, I have been campaigning for almost twenty years for the involvement of African citizens in decision-making processes in our countries. A committed political actor since 2017, I maintain my ideological position centered on Africa and its values.

I am a lover of Africa. I am a defender of our capacity for self-determination.

I believe in our power to transform our societies ourselves.

At a time when ways of thinking, human systems and poles of influence are being reshaped on a global scale, WE - CAMEROONIAN CITIZENS, have the duty to seize the door of time that is opening, to take our turn as leaders in building the new humanity of sharing and co-prosperity. YES! This is the mission of Cameroon in which we believe: A LEADING COUNTRY.

Aware of the immensity of the challenge, but even more confident that nothing is impossible for us when we are Cameroonians, I invite you all, my brothers, my sisters, to join this salutary process of rebuilding a nation based on justice, meritocracy and excellence! TOGETHER, WE CAN DO IT.

Over the next seven years, the mission that I will lead as head of state will therefore consist of pooling all our energies, our intelligence and our skills, to re-establish moral values in our society, to build a state that resembles us and brings us together, and to develop a powerful economy that will restore dignity to all Cameroonians.

## MY AMBITION FOR CAMEROON...

At the end of this mandate that I am about to begin, I will share with you the observation of a Cameroon that will have regained peace, consolidated the state of its nation, put an end to the embezzlement of public funds, returned sovereign power to citizens, strengthened the quality of public service and the independence of its justice system, effectively reformed its education, health and social security systems, put an end to power cuts and land conflicts, developed a productive economic system centered on the local transformation of its resources, improved its road, rail and river transport networks, increased the attractiveness of its territory, adopted a monetary and budgetary policy favorable to the growth of its economy, strengthened ties with its diaspora and restored the image of its diplomacy, built the foundations of its military and strategic sovereignty, and above all... A Cameroon that will have positioned itself as the leader of the construction site for the pragmatic construction of the African renaissance.

My Brothers, My Sisters, the time has come to liberate our country!

### **IT'S OUR MOMENT!!**

I am Hiram Samuel IYODI, your candidate for the 2025 presidential election!!



My vision of a neighborhood in Cameroon

### *THE HIRAM25 ALLIANCE'S OFFER TO LIBERATE CAMEROON...*

For over 40 years, our country has been ruled by a regime without genuine dialogue that has finally reached the limits of what it had to offer Cameroonians. Promises of rigor and moralization have been drowned in the multiplication of scandals involving the embezzlement of public funds: CAN-Gate, COVID-Gate, GLENCORE-Gate, etc. Over time, Cameroon has even managed the feat of losing this peace that seemed so dear according to the speeches of the outgoing leaders.

### *REBORN OR PERISH: CAMEROON IS AT A CROSSROADS!*

The state of decay in our country is fertile ground for the rise of radicalism. In the absence of hope for the future, violence can quickly become the only escape for our youth. We can no longer pretend not to hear the growing discontent of the new generations... Cameroon needs a new lease of life!

Bearing in mind the recent experience of many African countries, it seems obvious that Cameroon would also sink into chaos if a responsible and methodical approach to systemic transformation were not immediately initiated.

The birth of the HIRAM25 ALLIANCE is part of the response to this profound crisis situation which jeopardizes our future.

By measuring the urgency of the time but also the opportunities that our era offers, our platform has designed the program most likely to raise our country to the height of its potential.

Dear brothers and sisters, you will find in the following lines the presentation of our deliberative offer from Cameroon to be implemented over the next seven (7) years. From 2025 to 2032, our common mission will be to build the foundations of a prosperous Cameroon that we will be proud to pass on to our children. The mandate that I propose to lead on behalf of the ALLIANCE at the head of our State will mainly consist of:

- Strengthen the sense of national belonging;
- Pacify the Northwest and Southwest regions;
- Promote ethics and transparency in the management of public goods;
- Clean up public finances and drastically reduce the state's standard of living;
- Grant true autonomy to regions and municipalities;
- Modernize public administration and strengthen the independence of justice;
- Design a unique Cameroonian education system, fully bilingual English/French and efficient, which also promotes our national languages
- Improve the technical platform of our hospitals and implement universal health coverage primarily intended for pregnant women and young children;

## MY AMBITION FOR CAMEROON...

- End land conflicts and ensure equitable access to factors of production for all;
- Redeploy our agriculture and develop an economy of shared prosperity, through the equitable distribution of the fruits of national wealth;
- Liberalize the production and distribution of energy, and establish transparency in the exploitation of mining and oil resources;
- Improve the quality of our roads, extend railway coverage and develop an inland river transport network;
- Massively support industrial, technological and digital development;
- Develop and promote Made In Cameroon;
- Strengthen our monetary and military sovereignty;
- Increase strategic cooperation with countries in the global south;
- Reconciling Cameroon with its history and its diaspora;
- Take leadership in building a pan-African emergence;
- Build a governance system based on citizen participation in decision-making.

Thus, the political program is the development of the manifesto adopted by the ALLIANCE HIRAM25 platform, it is organized into 6 major themes dealing with the twelve (12) keys grouped by ripple effect and impact; this program also aims to develop the 14 strategic axes that we will implement to achieve our objectives of harmony, prosperity and power by 2032. Therefore, we believe that if political ambition is not rooted in a deep cultural vision, it becomes a soulless mechanism. The Hemlé, as a foundation of identity, why not spiritually, is not a simple reminder of our courage and strength as a Nation: it is the living matrix of our future. It is by perpetually activating this collective consciousness that the Libérons le 237 program finds its coherence, its legitimacy and its transformative power.



# CHAPTER 1: HEMLÈ, ESSENCE OF THE CAMEROONIAN CITIZEN: NATIONAL IDENTITY, CULTURE AND VALUES.

This living matrix is our ambitious and structured vision for building a strong national identity, based on the promotion of Cameroonian culture, civic engagement and the celebration of the positive values embodied by the concept of Hemlè – a symbol of courage, honour and dignity. Through concrete and inclusive measures, it is about forging a culture of performance and power, stimulating citizen participation from an early age, rehabilitating collective memory and making culture a real lever for development and influence.

The approach presented is based on four fundamental pillars:

### **1. Building Cameroonian National Culture (culture of performance and power)**

• **The construction of Cameroonian national culture through the teaching and dissemination of the history of our peoples, our traditions and our ancestral legacies in the public space, through school textbooks, television programs and specific themes to be defended in presentations in school exams**

- The establishment of the rallying moment, which will consist of the singing of the national anthem and the saluting of the flag by all Cameroonians, throughout the national territory, every Monday morning at a specific time to cultivate the spirit of national communion
- The adoption of a national calendar of cultural events of the peoples of Cameroon, as a lever for promoting cultural mixing and domestic tourism; after consultation with public actors and communities, these festivals could also have the status of public holidays.
- **2. Promote participatory citizenship and positive values (values of honorable warriors: Hemlè)**
- **The development of a national civic participation program, primarily aimed at Cameroonians aged 15 to 20, and centered around three modules – CLE (Citizenship – Leadership – Entrepreneurship) which will be deployed in all districts of the country (360 today) during school vacation periods, under the supervision of municipal executives. First edition: 2026.**
- The establishment of a national scholarship program to reward students who have achieved the best results in national exams. A budget of 10 billion CFA francs will be allocated from the Ministry of Education, Research and Innovation. The terms of the awards will be better defined in agreement with educational partners.

- Lowering the age of civil and electoral majority to 18 years (in this way we will have a potential number of voters aged 18+  $\approx$  22 to 23 million people compared to 15 to 16 million people in the current state of affairs, less than 50% of the population).
- Systematic registration in the electoral register when establishing the CNI (shared DGSN / ELECAM system) implementation of the platform in 2026 for effectiveness on January 1, 2027. This measure could be the subject of a proposal to amend the constitution because from now on, registration and voting will become obligatory.
- **3. Commemorate national heroes and decolonize street and square names**
- The adoption of August 8 as a national day of commemoration of national heroes and patriots, to help consolidate collective memory;
- The effective rehabilitation of the founding fathers of the Cameroonian nation, through their immortalization in

the public landscape through the naming of schools, communication routes, public spaces and infrastructures, government buildings, etc. in their name;

The creation of the Museum of Stars, to celebrate Cameroonians who excel in various fields and inspire younger generations. The establishment of such a museum would cost a total of 1.87 billion CFA francs.

#### **4. Make our Culture a vector of power (professionalize, commercialize, disseminate, etc.)**

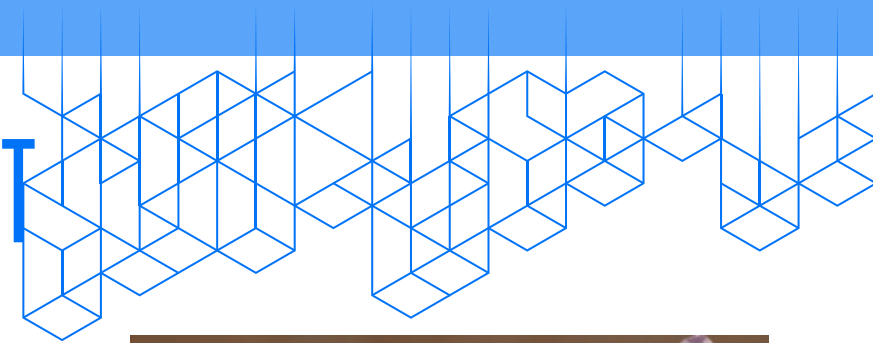
- **Development of vocations and professions in relation to new professional school programs**

Support for the production of films, comic book series and video games inspired by Cameroonian history and traditions

Integration of cultural modules into school curricula

- The establishment of “Cameroonian Cultural Houses” in embassies

# CHAPTER 2: MONEY, GOVERNANCE, BUDGET AND FORM OF THE STATE



We have decided to open a new page in our national history. Faced with the limitations of a state apparatus that has become too cumbersome, too costly, and often ineffective, we have opted for a profound and courageous reform. Here, we outline our collective ambition: to build a more sober, more agile, more useful state, a state that invests in the real priorities of citizens and restores meaning to public action.

We start from a clear observation: today, the bulk of the State budget is absorbed by administrative operations, to the detriment of vital sectors such as health, education, energy and infrastructure.

We want to reverse this logic. By reducing the cost of living of the State, by rationalizing ministries, by reorganizing the territory around five coherent Macro-regions, we are creating the conditions for closer, more efficient and more equitable governance.

But this reform is not just about numbers. It is also cultural and political. We want to establish new budgetary discipline, firmly combat corruption, and ensure transparency in the management of public resources. We propose a lean government architecture, built around strategic hubs, with accountable and results-oriented ministries.



We know that this path will be demanding. It will require courage, dialogue, and rigor.

But we firmly believe that it is by rethinking our relationship with public money, governance and the form of the State that we will be able to release the energies of development and restore trust between citizens and their institutions.

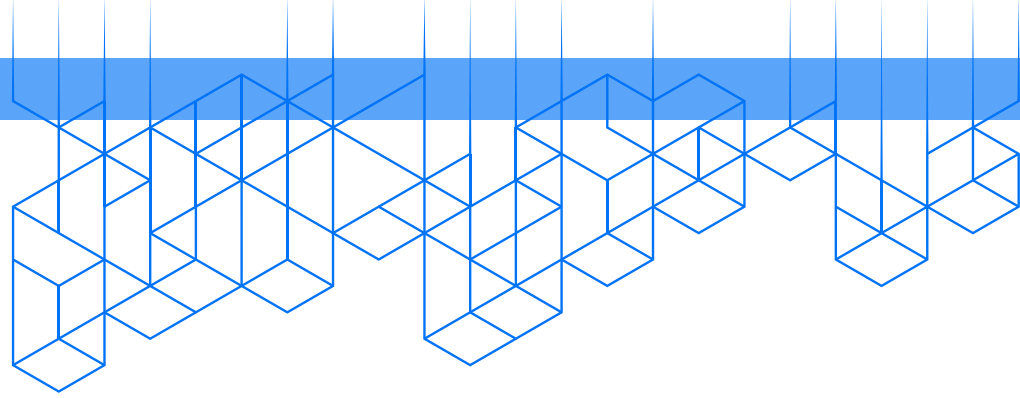
This is our manifesto for a new State: more focused, more efficient, and fully at the service of the Cameroonian people.

### 1-Presentation of the existing situation in 2025

In 2025, the Cameroonian State will have 63 ministries or equivalent structures, around ten administrative regions, as well as a multitude of agencies, independent administrative authorities, central directorates and decentralized structures.

This institutional landscape, inherited from successive uncoordinated reforms, weighs heavily on public finances. The wage bill exceeds 1,586.6 billion FCFA and current operating expenses (excluding salaries) amount to approximately 1,027.7 billion FCFA.

Each ministry has its own operating budget, services, buildings, and often its own vehicle fleet. Redundancies between ministries are common: two entities may share the same field of action, with unclear or even competing responsibilities.



Added to this are parastatal agencies whose role has not always been reassessed, and whose usefulness sometimes remains questionable. On a territorial level, the ten current regions suffer from a demographic, economic and logistical imbalance. Some regions struggle to finance their operations, while others duplicate the powers of the central administration. Overlaps between regions, departments and municipalities lead to a dilution of public responsibility and a lengthening of administrative processing times.

This situation weighs on the State budget, limits priority investments and weakens the effectiveness of public action.

## 2- Objective in 2032 and Foundations

The objective by 2032 is to have a lean, coherent state apparatus, focused on essential sovereign and social missions. Concretely, this means:

- Reduce the number of ministries to 20 strategic structures;
- Eliminate or consolidate agencies whose functions are redundant or outdated;
- Reorganize the territorial division into 5 integrated macro-regions, more balanced and better equipped with human and financial resources

This refocusing responds to a triple requirement:

1. Reduce the weight of the State to increase its investment capacity;
2. Clarify responsibilities for better accountability;
3. Adapt the administrative structure to the demographic, economic and geographical realities of the country.

These choices are dictated by a common-sense principle: a more concentrated state is a more efficient state. They will also allow for a better allocation of human resources, by valuing skills at all levels, and by restoring trust between citizens and the administration.

### 3-Difficulties Risks and Challenges

Any major structural reform inevitably encounters resistance. This one is no exception. Several risks have been identified:

Internal resistance: some institutional actors may fear a loss of status or influence;

- Political brake: such bold reforms require a strong consensus within the executive and Parliament;
- Social risks: the elimination or merger of entities can cause upheaval if they are not accompanied by a plan for the reconversion and redeployment of personnel;



Lack of resources to support change: training, management tools, appropriate regulatory framework.

Overcoming these challenges will require a progressive and inclusive approach: prior audit, pilot phase, strengthened social dialogue, mechanisms for reassigning public officials, deployment of digital tools to monitor results.

- The success of the reform will also depend on the government's ability to explain, convince and bring all stakeholders on board.

### 4-Sources and Data used

The assumptions and projections in this concept note are based on a variety of sources:

- Official budget data: 2023–2025 finance laws, budget execution, DREF and DGB report;
- Institutional audit reports: internal studies of MINFI, recommendations of the IMF, World Bank and AfDB;
- Staffing and payroll data from the civil service and central administrations;
- African and international benchmark: rationalization experiences in Rwanda, Senegal, Morocco, Ivory Coast;
- Assessment of structural costs based on the 2025 Citizen Budget and the Economic and Budgetary Programming Document;
- Academic publications on state reform, territorial governance, and public efficiency.
- These cross-sources are used to feed the economic and budgetary simulations presented in the following sections.



### 5-Hypotheses

The calculations of gains and savings associated with the reform are based on several cautious assumptions, aligned with Cameroon's budgetary realities:

- Average annual operating cost of a ministry: 35 billion FCFA (salaries, operations, logistics);
- Gradual abolition or merger of 43 ministries: reduction of 1,505 billion FCFA over the period
- Consolidated annual gain estimated at 250 billion FCFA from 2031;
- Rationalization of agencies and central departments: savings estimated at 20% of intervention budgets;
- Reduction of the number of regions from 10 to 5: operating savings of 60 billion FCFA/year from 2030.
- Furthermore, part of the savings generated will be reinvested in priority sectors (health, education, digital) to avoid creating a recessionary effect.
- The equations used are based on a linear projection with progressive adjustment of the payroll, rental and logistics costs, integrating an average inflation of 3%/year.



### 6-Model Applied to simulate impacts

The model chosen to simulate the impact of the reform is an integrated multiannual budgetary framework (CBPI), based on three key variables:

1. Number of ministries each year (reduction in stages: -8 in 2026, -10 in 2027, etc.);
  - 2. Unit savings associated with each merger/deletion (values discounted according to inflation);
  - 3. Projected payroll and operating costs at constant scope.
- From this data, we constructed a matrix of administrative cost trends, compared to a status quo scenario. The model produces two curves: total public operating expenditure with and without reform.
  - A correction is integrated to take into account transition costs (compensation, retraining, audit, training), as well as an efficiency gain factor estimated at 5% per year on consolidated services.

Finally, monitoring indicators (average cost per agent, average administrative time, satisfaction rate) are used to assess the qualitative impact.

### 9-Expected Results

By 2032, the reform will enable:

An annual saving of 250 to 300 billion FCFA;

- A reallocation of 15% of the operating budget towards investment;
- A reduction in the wage bill on GDP from 7.3% to 6% by cleaning up the file. Better operational efficiency of the administration (unified services, reinforced coordination, reduced delays);
- Greater clarity of public action, thanks to a clear division of roles between the central State and macro-regions.
- A reorientation of some previously central staff towards the regions Federal states The new government will have 20 ministries grouped around coherent strategic poles (health, education, energy, youth, justice, security, economic development). Each ministry will have a specific mission, a dashboard, and a performance framework.
- On the territorial level, the 5 administrative regions resulting from the merger of the current 10 will allow for closer, more responsive and better financed governance.

The reform creates the conditions for a modern, more sober, more useful and more respected state.

## 7- Conclusions and Perspectives

Reducing the state's standard of living is a strong political choice, but also an economic necessity. It's not a sacrifice; it's an investment. Because an overly burdensome state impoverishes its citizens, while a refocused state frees up the energies of development.

- This reform is structural: it lays the foundations for a new, responsive, intelligent State, connected to its territories and capable of meeting essential needs.
- The savings generated are not an objective in themselves, but a means to finance public policies that matter: health, education, agriculture, energy, justice. They also help rebuild trust between the administration and citizens.

Looking ahead, this approach will need to be accompanied by rigorous governance, ongoing social dialogue, and independent monitoring of the reform. If it is well-conducted, it will set a precedent in the region.

- Cameroon has the opportunity to show that it is possible to do better with less, provided we think differently.



# THE END OF WASTING OUR MONEY: GOVERNANCE AND BUDGETARY POLICY

1) This strategic choice marks a break with the cumbersome nature of the past and paves the way for agile, targeted and resolutely results-oriented governance. This is the new composition, tight but powerful, built around clear objectives and a shared vision: "serve with impact, act with consistency, transform with boldness" that we intend to implement

- Each Ministry will respond to targeted objectives; fewer ministers means more clarity, more consistency and a focus on results.
- Reduce public spending and optimize the state budget
- The deployment of a budgetary policy oriented towards transparency in the management of public resources;
- The implementation of strict measures to reduce the state's standard of living, to redirect revenues towards investment in improving the conditions of teachers and health personnel, the energy deficit, basic social infrastructure (communication routes and means of transport, schools and health centers, social housing, etc.);

The creation of a central management body for the State's vehicle and real estate fleet, to ensure the fair distribution and control of the use of these public assets. This central body will therefore take over the management of the real estate fleet from MINDCAF, MINDHU, MINFI and will assume the prerogatives of the MINFI circular of December 31, 2019 with more optimization objectives in line with that of reducing public spending;



2) Fight against corruption and embezzlement (national audit of accounts · Creation of a new authority with all powers) creation of a new authority with all powers, going further, the proposed constitutional prerogatives are judicial, administrative, financial, regulatory and coordination (supervision of existing bodies CONAC, TCS, ANIF, CDBF) whose guarantees of independence are the appointment of judges by a mixed body (parliament, CSM, Civil Society) for a single term of 7 years non-renewable; the autonomous budget will be voted by parliament.

·The establishment of a public communication platform on State actions and their results;

·Strict application of Article 66 of the Cameroonian Constitution relating to the declaration of property and assets of public officials;

·The effectiveness of the High Court of Justice (article 53 of the constitution of January 1996) to judge senior state officials

3) Final consequence, reduction of the size of the government (63 to 20 members):

Prime Minister

Head of government, coordinates government action and oversees strategic projects.

Minister Delegate to the Prime Minister, responsible for Institutional Reforms and Relations with Parliament:

Ensures the implementation of the new form of the State (administrative division, decentralization) Fully operational by 2027.

Minister Delegate to the Prime Minister, in charge of Communication and Government Spokesperson:

Maintains full transparency and regularly informs citizens about progress against set objectives

Ministry of Budgetary Transparency and Public Finance

Manages public finances, ensures tax mobilization and budgetary discipline; it guarantees and monitors compliance with the budgetary distribution of 40% Central Power / 30% Regions / 30% Municipalities

Expected results by 2032:

- Double tax revenues to 15% of GDP
- Reduce inefficient spending by 25%

Key projects:

- Digitalization of public finances
- Creation of a sovereign fund to invest in major projects.

Ministry of Economic Sovereignty and Industrial Development

Industrializes and transforms local resources.

Expected results by 2032:

- Share of industry increased to 40% of GDP
- Creation of 10 special economic zones at the rate of 2 zones per Macro-Region

Minister Delegate in charge of Digital Industry and Innovation

Ministry of Energy and Strategic Resources

Portfolio: Fossil and renewable energies, natural resource management.

Expected results by 2032:

- Increase refined oil exports by 20bps
- Reduce energy imports by 50%.

Secretary of State for Energy Transition

Brings the country's energy capacity to 6.5 GW.

Ministry of Education, Research and Innovation

“School that provides work” reform, alignment of economic skills.

Expected results by 2032:

- 100% primary school enrollment
- 75% STEM high school graduates

Minister Delegate for Educational Success and Education Reform

Secretary of State for Scientific Research

Ministry of Infrastructure and Major Projects

Supervises the 15 major strategic projects of “Le Kontinent, Debout!” Results expected by 2032:

- 3,000 km of paved national roads
- 1,500 km of motorways
- 1,000 km of railways
- 2,500 km of waterways.

Ministry of Agriculture and Food Security

Agricultural modernization, agro-industry.

Expected results by 2032:

- Multiply national agricultural productivity by 4
- Processed agricultural exports reaching 60% of production

Ministry of Health, Family and Social Protection

Universal health coverage and social infrastructure.

Expected results by 2032:

- 50 reference hospitals.
- Reduce preventable deaths by 90%, currently estimated at 30%

Ministry of the Interior and Cameroonian Identity

Internal security and management of the administrative map. It will be necessary to clarify the articulation between on the one hand this MINIC and the Presidents of the Regions, the Presidents of the Regions with the Prefects and the Prefects and the MINIC\* Results expected in 2032:

- 100% digitalization of public services.
- Multiple nationality effective for any person born to a Cameroonian father or mother
- Figures from Cameroonian history rehabilitated

Ministry of Foreign Affairs and Pan-African Integration

Economic diplomacy and regional cooperation.

Expected results by 2032:

- Visas removed for Africans and Afro-descendants
- Multiply investments from the Cameroonian diaspora by 5 Solicit and develop investments from Afro-descendants

Ministry of Justice and Law Reform

Judicial reforms and digitalization.

Expected results by 2032:

- Digitize 100% of legal procedures.
- Reduce legal delays by 50%.

-Ministry of Culture and Promotion of Territories  
Cultural promotion, tourism development.

Expected results by 2032:

- Multiply tourism revenues by 5.
- Create 10 flagship destinations.

Ministry of Youth Mobilization, Civic Engagement and Sports

Youth leadership, sports and civic engagement.

Expected results by 2032:

- Train 1 million young people through civic service
- Modernize 50% of sports infrastructure.

Ministry of Employment and Entrepreneurship

Job creation and support for SMEs/start-ups.

Expected results by 2032:

- Create 1 million jobs/year.
- Support 500,000 entrepreneurs at the end of the mandate

Ministry of Defense and Veterans Affairs

National security and veterans' rights management.

Expected results by 2032:

- Modernize the armed forces.
- Re-establish military service and include it in the university cycle (it will be essential to have done this to access public functions such as management
- Reintegrate veterans into the economy.



## A STATE THAT RESEMBLES US AND BRINGS US TOGETHER: MODEL OF ORGANIZATION OF PUBLIC POWERS.

1) Build governance anchored in African values

- The development of a holistic and integrated governance approach, based on the path of consensus (the principle of African palaver), transparency and citizen participation in decision-making, taking into account minorities
- The consolidation of the rule of law and the Cameroonian democratic model through the separation of powers (independence and balance) and the protection of fundamental freedoms;
- The adoption and implementation of effective state management models, which return sovereignty to the Cameroonian people.
- The adjustment of the powers of the central State and the immediate and effective delegation of powers to the regions and municipalities.
- Effective and strict respect for the presidential regime in a government resulting from the parliamentary majority, and the abolition of the Senate.

- Effective and strict respect for the presidential regime in a government resulting from the parliamentary majority, and the abolition of the Senate.
- The designation of the President of the Republic by direct election by universal suffrage in two rounds, with a 7-year mandate renewable only once;
- The convening of a National Sovereign Conference in 2026 to discuss the form of the State and the model of sovereignty of the Cameroonian people that we wish to establish.

2) Pacify the Northwest and Southwest regions

- The resolution of the Anglophone crisis by opening an inclusive dialogue involving all sections of the populations of the northwest and southwest regions;
- The immediate release of all prisoners of conscience to calm the social and political climate;

- Restoring public confidence, by making the law a bulwark against arbitrariness, and not a weapon against freedoms
- The Popular Consultation in the North West and South West will make it possible to identify the points in these regions which will be on the table for discussion during the National Conference.

### 3) Rethinking the form of the State

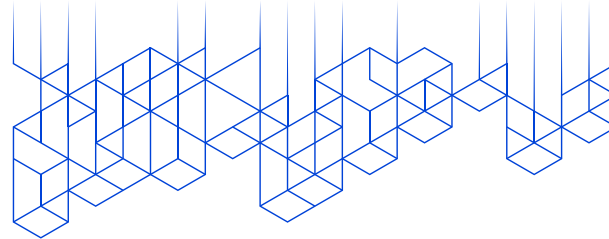
- The formation of a federation with administratively and economically autonomous regions, each with a government and a local assembly, to return decision-making power to the populations;
- The territorial division of departments and municipalities based on the geographical distribution of cultural groups, coupled with the economic viability of the territories;
- A Prime Minister, head of government, appointed by the President of the Republic and from the majority in the National Assembly;

- A government responsible both to the Head of State and to the National Assembly: The President of the Republic may reshuffle the government, just as parliament may, under specific conditions provided for this purpose, overthrow the government by motions of censure;

### 4) Proposal of the Federal model

- The consecration of the commune as a basic structural unit and essential lever of development;
- The dissolution of the Senate, whose missions will now be divided between local assemblies (revision of regional laws) and the National Assembly (revision of federal laws);
- 5) Institutionalize traditional power
- The creation of a High Institution in charge of cultures, to institutionalize traditional power, guarantor of dialogue and social cohesion
- All these structural reforms will be the subject of an amendment to the Constitution, if accepted at the national conference,

# CHAPTER 3: FAMILY, HEALTH AND SOCIAL INSURANCE



For too long, we have accepted that health is a privilege reserved for a few, when it should be a fundamental right for all. This chapter was born from our deep conviction: that every Cameroonian, wherever they live, whatever their income, deserves equitable access to quality care. As a people, we can no longer look away from the glaring inequalities, the under-equipped hospitals, the families going into debt for healthcare, or the children dying from preventable diseases.

This is why we have devised an ambitious, realistic, and profoundly humane reform: Health for All, the central pillar of the 2025–2032 Revolution Budget. This project is not limited to infrastructure or budget figures. It embodies our collective desire to build a united, modern, and sovereign health system that protects the most vulnerable—pregnant women, children, the elderly, and low-income households—and restores everyone’s confidence in the state and in the future.



We envisioned a digitalized care pathway, leading hospitals spread across the country, connected preventive medicine, a local biomedical industry, and governance open to civil society. We also thought of our young people, our researchers, and our scientific diaspora, so that they could be the builders of this new model.

To build a healthy Cameroon, we have chosen to structure our reform around six strategic, complementary, and interdependent axes. Each of them responds to an urgent need, but also to a collective ambition: to make our country a health and scientific leader in Central Africa.

Cameroon must become a center of medical research in Africa. We will create the Pan-African Institute for Medical and Genetic Research (IPRMG), in partnership with sister countries. This institute will support research on endemic diseases such as malaria, sickle cell disease, and HIV, as well as on scientifically validated traditional African medicines. We want our knowledge to heal our people.

This reform of Health for All, of the Revolution Budget 2025-2032 aims to guarantee universal access to health for all Cameroonians, in particular vulnerable populations: pregnant women, children from 0 to 10 years old (elderly people and poor households).

investment in health infrastructure, upgrading of medical personnel, digitalization of the care pathway, and establishment of a national contributory and solidarity-based social protection system.



# THE FAMILY AT THE HEART OF THE NATION: REFORM OF THE HEALTH AND SOCIAL SECURITY SYSTEM.

## 1- Introduction of the reform

The objective of this key is to build an inclusive, efficient, and resilient health system. This involves three levers:

- 1) Ensure financial accessibility to care through targeted free care;
- 2) Improve the provision of care through the construction and equipment of modern hospitals;
- 3) Strengthen health governance with reliable data and digitalized administration.

This pillar is at the heart of the social promise of the “Le Kontinent, Debout!” project and mobilizes a large part of the budget reallocations permitted by the State reform (Key 1). It is also cross-cutting, because better health contributes to educational performance, professional integration, and inclusive growth.

The responsible ministry is the Ministry of Health, Family and Social Protection, supported by the decentralized health regions. It will carry out the main sectoral transformations until 2032.

## 2-Current Situation in 2025

By 2025, Cameroon will have approximately 5,000 public health facilities, including nearly 200 district hospitals, but the majority of them lack modern equipment and are understaffed. Access to care remains low, especially in rural areas where it can sometimes take more than 10 km to reach a health center.

The share of the national budget devoted to health is approximately 5.7%, below the WHO recommendations (15%). The cost of care remains high for households: nearly 65% of health expenditures are borne directly by families. This effectively excludes millions of Cameroonians from the health system, particularly poor households and informal workers.

The main health indicators are worrying: maternal mortality (406 per 100,000), infant mortality (50 per 1,000), malaria prevalence rate (more than 30% of consultations). These data reflect a fragmented, poorly funded and inaccessible health system.

### 3-Objective 2032 and Justification

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The responsible ministry is the Ministry of Health, Family and Social Protection, supported by the decentralized health regions. It will carry out the main sectoral transformations until 2032.



### 4-Difficulties, Risks and Challenges

Implementing this reform will face several challenges. The first is budgetary: even with a reallocation of resources, targeted free education requires rigorous planning of public spending. Budgetary crowding-out effects must be avoided.

The second challenge is logistical: building and equipping 50 hospitals in 7 years requires increased execution capacities, rigorous monitoring of public contracts, and the mobilization of the private sector in addition.

The third challenge is human: the system suffers from a lack of doctors (less than 1 per 10,000 inhabitants) and territorial imbalances in the allocation of health personnel.

Finally, the risk of poor governance, diversions or loss of quality due to the influx of patients must be controlled by increased digitalization of medical monitoring and contractualization of results with health structures.

### 5-Sources and Data used

The data used in this note come from official and scientific sources Citizen Budget 2025 (MINFI); MINSANTE sectoral performance report (2023-2024); Statistical Yearbook of Tourism and Health Services (2020); UNDP, World Bank and WHO studies on health in Cameroon; MICS 2022 survey, INS; Public hospital data (DG Santé, 2023); Scientific publications: “Health and territorial inequalities in Cameroon” (Tchamda, 2021), “Universal health coverage: African scenarios” (WHO, 2022). These sources were supplemented by budgetary projections from the 2025 DPEB, and the sectoral commitments of the government program presented in 2025.

### 6-Hypotheses

The model is based on the following assumptions:

Average cost of free care per pregnant woman: 75,000 FCFA;

Average cost of free care per child (0-10 years): 50,000 FCFA/year;

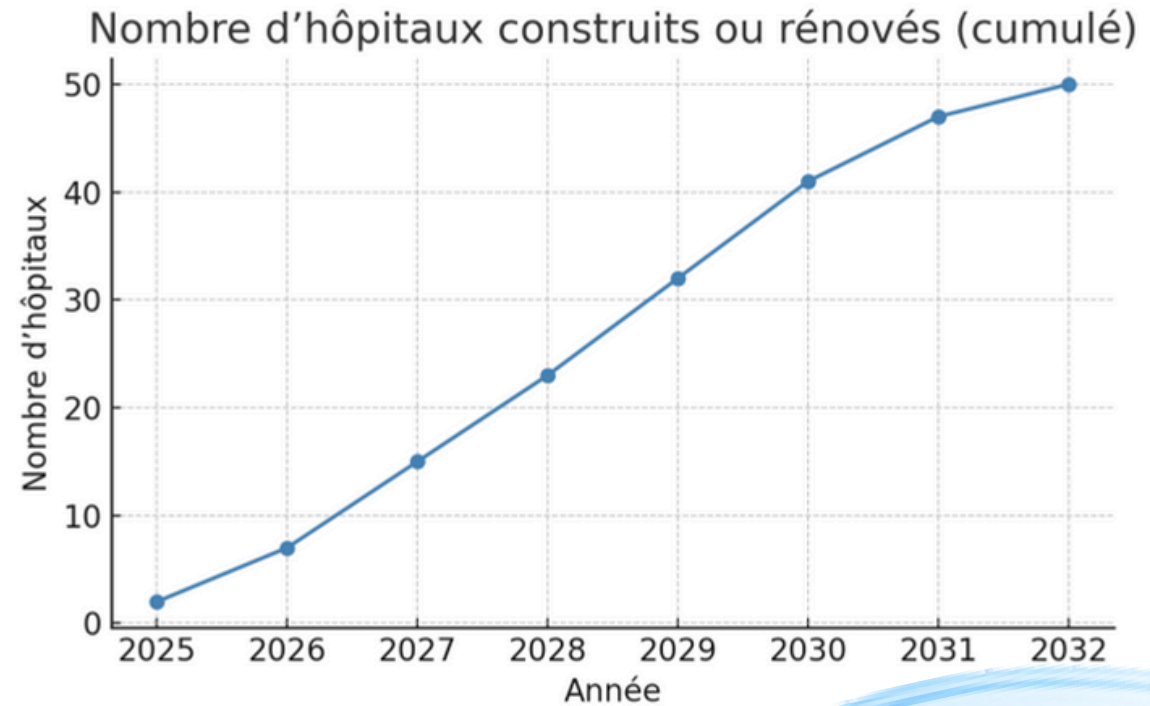
Target population: 4 million children + 1 million pregnancies/year;

Construction of 50 hospitals over 7 years: 10 hospitals/year at 10 billion FCFA each;

Target to reduce preventable deaths by 90% by 2032.

The financing is based on a partial reallocation of savings generated by the State reform (Axis 1), a universal health fund, and progressive social contributions from higher categories.

The digitalization of healthcare should reduce financial losses linked to fraud, improve the targeting of beneficiaries, and enable cost control in the medium term.

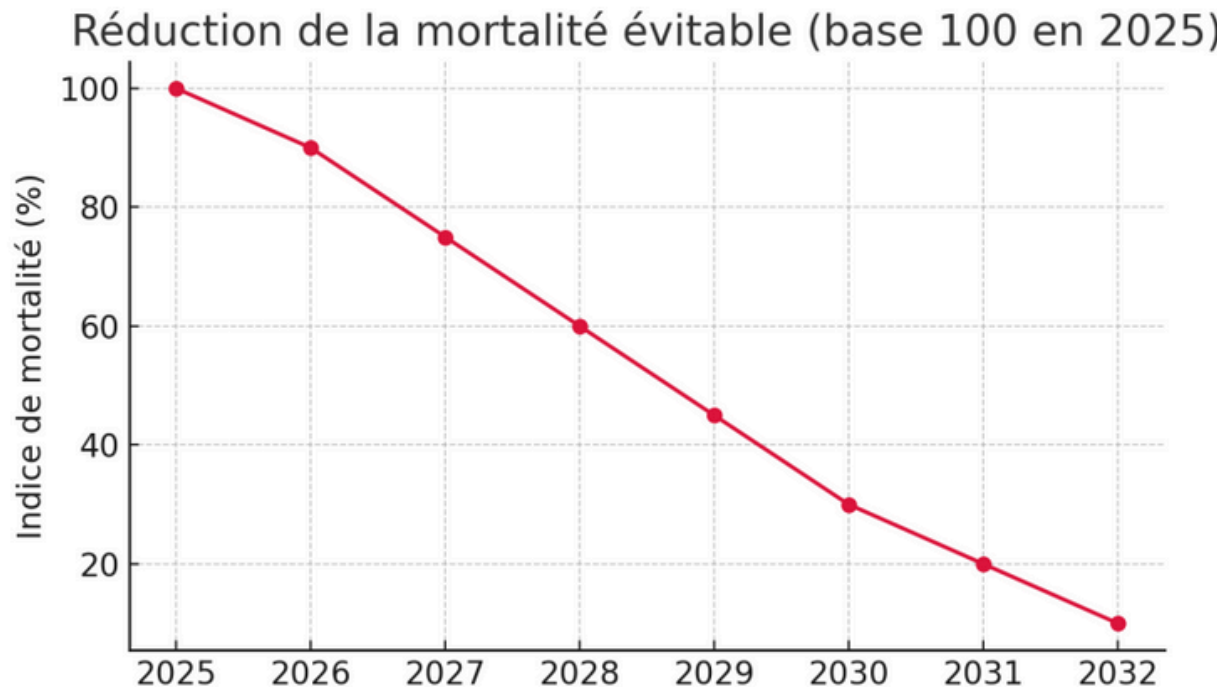


## 7-Simulation Model 2025-2032

The model projects a gradual increase: free first aid for children and pregnant women will begin in 2026 in three pilot regions, then be extended to the entire country by 2029.

At the same time, hospitals are being renovated and built according to a streamlined health map. Each regional hospital must be able to offer specialized care, including obstetrics and pediatrics. Staff are being redeployed according to a needs map.

The introduction of the digital citizen medical record from 2027 will enable national patient monitoring, evaluation of the performance of healthcare centers, and traceability of expenses. Results are evaluated annually based on indicators of mortality, access to care, avoided expenses, and beneficiary satisfaction.

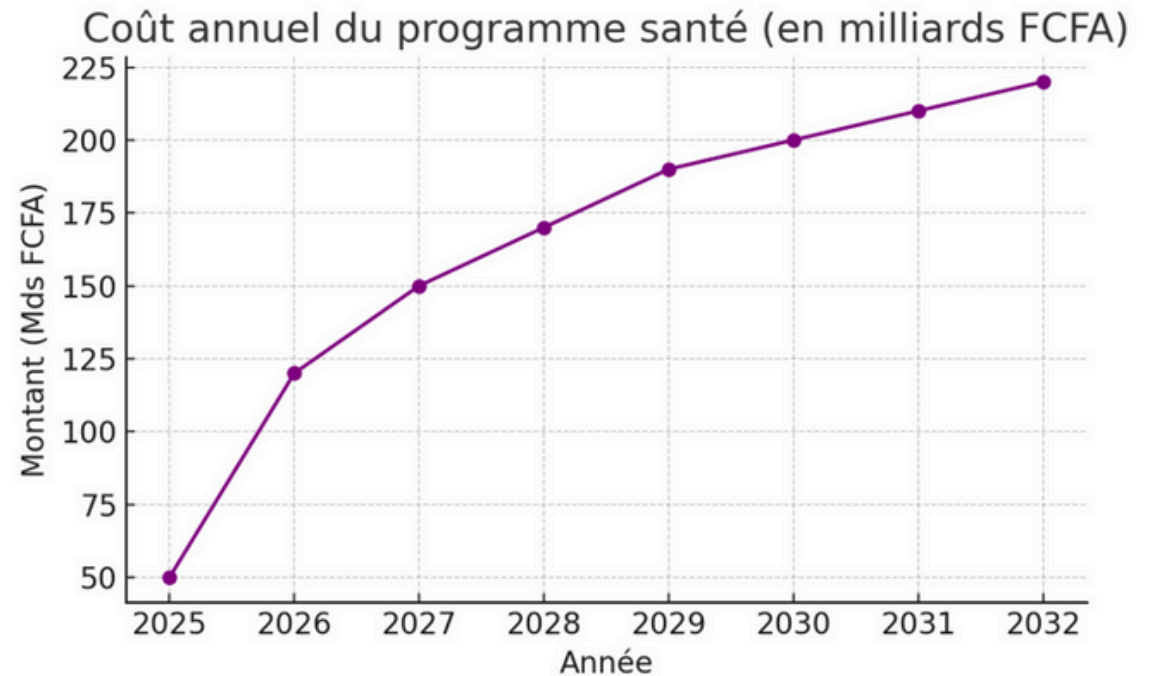
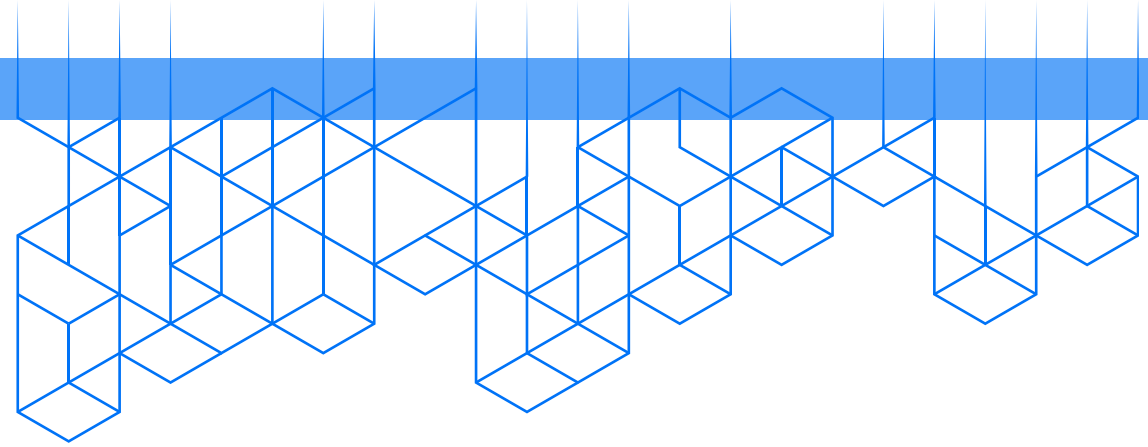


## 8- Expected results

By 2032, the expected results of the reform are:

- 100% of pregnant women and children aged 0 to 10 receive free care;
- 90% reduction in preventable deaths among these target groups;
- 50 reference hospitals built or renovated, spread across the 5 macro-regions;
- Doctor/population ratio multiplied by 3;
- 40% reduction in direct health expenditure for households;
- Introduction of digital medical records for 25 million Cameroonians;
- Beneficiary satisfaction above 80%.

These results strengthen social cohesion, state legitimacy and economic productivity.



The essential pillars of this reform are based on the following aspects:

### Universal Health & sovereign

Deployment of a national, united health system, financed in part by public-private mechanisms, community pooling and innovative funds.

Construction of autonomous medical centers, powered by solar energy and connected to sovereign medical databases.

Establishment of a national, encrypted health data platform for monitoring epidemics, telemedicine, and health planning.

1- Connected & preventive medicine

·Transition from a curative model to a preventive and predictive model, focused on screening, vaccination, nutrition and health education campaigns.

·Development of a national public health mobile application allowing citizens to access their medical records, prevention advice and local emergencies.

### Pan-African scientific research

·Creation of the Pan-African Institute for Medical and Genetic Research (IPRMG) based in Cameroon, in partnership with sister African countries.

·Support for research on endemic diseases (malaria, sickle cell disease, HIV, etc.), but also on scientifically validated traditional African medicines.

### Technological innovation & digital medicine

- Acceleration of telemedicine to connect doctors and patients remotely, especially in rural areas.
- Development of low-cost biosensors, electronic medical records, AI diagnostic algorithms and locally manufactured medical robots.
- Promotion of Open Science and digital sovereignty for medical databases, limiting foreign interference.

### Training & scientific diaspora

- Revaluation of the status of doctors and researchers in Cameroon: salaries, scholarships, infrastructure, social recognition.
- Strategic reminder of Cameroonian scientific diasporas: create a special program for returning to the country and transmitting knowledge.
- Integration of biotechnologies, AI, and medical robotics into the curricula of medical and science faculties.

### Local biomedical industry

- Establishment of laboratories for the manufacturing of drugs, vaccines, and diagnostic tests under license or through own innovation.
- Support for African biomedical startups, through health-tech innovation hubs and public seed funds.
- Implementation of a program for the production of “Made in Cameroon” medical equipment (hospital beds, respirators, surgical kits, etc.)

#### Concrete proposals by theme

#### A. Public Health and Universal Coverage

##### General objective:

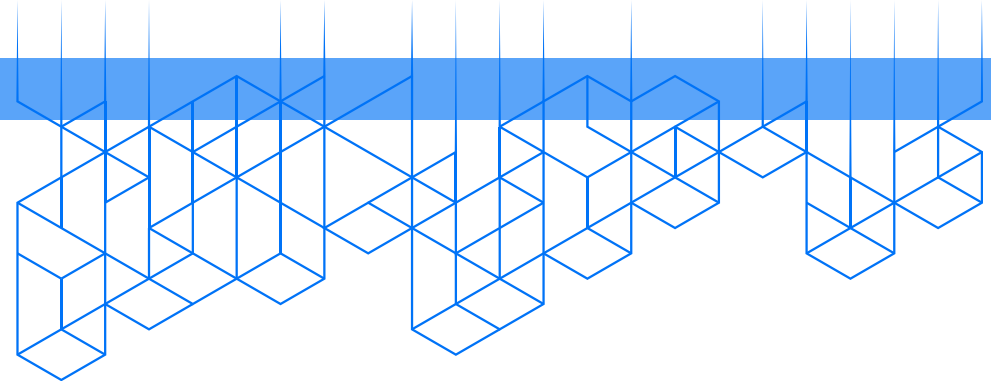
**Guarantee every Cameroonian, wherever they are, equitable, secure and sustainable access to quality health services, based on technological innovations, community dynamics and modern governance.**

### 1. Universal health coverage.

Observing the current administration's disastrous record, I began, several years ago, to think about a concrete way to give Cameroonians back control and management of their own health. This project, originally purely personal, could today be adapted and integrated into the state machinery to better serve the population. The major problem plaguing our country remains corruption. One of the most effective solutions to address this is the digitalization of our health system, particularly by managing medical data through secure databases in the Cloud, accessible via mobile applications or other modern technologies.

It is in this spirit that we have thought about and are proposing a national health application project, accessible to all:

- For smartphone owners, a dedicated application would be installed.
- For others, a barcode could be integrated into the national identity card (or via a specific health card), tracing the medical history of each citizen.



#### **a) An innovative community mutual insurance system**

**The application is not limited to storing medical data. It would include a health solidarity fund, functioning like a community mutual insurance company.**

***To illustrate this idea, let's take a concrete example:***

- ***An average Cameroonian can spend around 700 FCFA on a beer per week.***
- ***Asking each citizen for a monthly contribution of 700 FCFA to this fund would create a solid financial base to cover medical emergencies for the most vulnerable (children, pregnant women, people with disabilities) and to ensure a minimum level of medical monitoring for the community. Since not everyone gets sick at the same time (except in the case of a serious epidemic), the system has time to grow and support much more than the bare minimum.***

- Disadvantaged class (40 to 50% of the population): flat rate of 700 FCFA.
- Middle class (30 to 40%): flat rate of approximately 3,000 FCFA.
- Wealthy class: package of 15,000 FCFA or more.
- With such a distribution, we could achieve a monthly income of approximately 108.45 billion FCFA, which would considerably improve medical care without patients having to pay astronomical sums to the hospital.

### **b) A decentralized and secure system**

- **Initially, this system was intended to bypass the corrupt state machine, in order to allow communities to manage their own health:**
  - Finance the construction of local hospitals.
  - Recruit and pay their caregivers directly via the application.
- **Eliminate the risk of embezzlement, because money would no longer pass through human hands but through a secure digital system administered by a neutral company serving the interests of the population**

### **(c) Integration into the State and public-private partnership**

**This model can be adapted and amplified by the state machine.**

**State resources combined with those of the people, through public-private partnerships, would make it possible to resolve unemployment among medical personnel, the lack of hospitals in rural areas, the inadequacy of technical platforms and poor patient care.**

**A system of solidarity contributions, similar to that of France, could be set up, where the wealthiest contribute for the poorest, according to their income.**

**It would be a decentralized community mutual, but reinforced by the logistical and financial support of the State.**



### 2. Digital health record

In addition to this community mutual insurance project, there is a second essential component: the digital medical record.

This aspect represents what the current government has never been able to achieve, despite years of promises and a project that has long been dormant on the tables of the Ministry of Health. Yet, with modern technologies, low-code and no-code tools, such a solution could be implemented in a few days by a single, motivated developer.

Why integrate this component into our project?

Because we want to offer a complete application to Cameroonians, and the digital medical record is vital for:

- Patients, who benefit from continuous monitoring and better care.
- Healthcare professionals, who quickly access the information needed to save lives.
- Researchers, who can use anonymized data to advance science.

#### a) For efficient and error-free support

**Traditional paper notebooks are prone to loss, deterioration, and reliance on patient memory. With a digital medical notebook:**

- **Medical history, background, allergies and treatments are centralized.**
- **Concrete example: a 50-year-old Cameroonian man, hypertensive and type II diabetic, arrives at the emergency room after an accident or illness. Thanks to an QR code on his national identity card or his phone, caregivers can immediately access his medical file and avoid, for example, administering a glucose infusion that could be fatal.**

**In short, the digital notebook allows continuous, reliable and secure monitoring.**

### **b) Data: a national treasure**

- We live in the era of data as the new digital gold.
- Highly sensitive health data must be encrypted and protected.
- They offer enormous potential for scientific research and for a lucrative global market based on the sale of anonymized medical data (exploited by laboratories, universities or startups).

### **c) Digital sovereignty**

- It is imperative that Cameroon maintains full control over its health data and does not allow itself to be overtaken by foreign technology giants.
- This digital notebook must be thought of as a sovereign tool, owned by the Cameroonian people and protected by the State, so as not to become dependent for life.

### **A-multinationals.**

**d) A foundation for the digital health of tomorrow**  
The digital medical record is the heart of the project.

- It is thanks to him that teleconsultation and health insurance will be able to be deployed.

Digital, community mutual insurance, as well as the training of medical AI adapted to the local context.

### **e) Data hosting and infrastructure**

To start, encrypted data could be temporarily hosted on foreign Cloud servers (Super Cloud - USA, Canada, or other partner countries), pending the creation of a Cameroonian or African sovereign Cloud.

- Initiatives already exist in Africa, such as in Nigeria, but they are not yet calibrated to manage critical volumes of medical data.
- The establishment of a local Cloud backup infrastructure would therefore be a strategic objective in the medium term.

### 3. National Health ID

A unique health number, linked to the national identity card and, optionally, to biometrics, will make it possible to monitor each individual's healthcare pathway with unprecedented precision and reliability.

As you can see, there's no need to dwell on this aspect at length, as its importance is so obvious. This system aims, above all, to connect every citizen with their digital medical record, guaranteeing quick and secure access to essential information.

Only authorized healthcare professionals and approved hospitals will be able to consult this data, thus ensuring confidentiality, protection and efficiency in medical care.

### 4. Telemedicine

*a) Teleconsultation, tele-expertise*

*With a digital health system like this, the icing on the cake would be the establishment of a national teleconsultation system. This would allow every Cameroonian, wherever they are, to consult a doctor, receive health advice or personalized support, provided they have a reliable internet connection.*

*Such a system:*

- *Restores confidence to the most skeptical, those who have lost faith in the current healthcare system, by offering them the possibility of receiving appropriate care, even remotely.*
- *Facilitates access to care for people with reduced mobility, patients far from hospital structures or those who hesitate to go directly to a hospital.*
- *Optimizes the work of healthcare staff, by relieving congestion in hospitals and enabling continuous monitoring of patients.*
- *Incorporates artificial intelligence, capable of producing in-depth diagnoses and analyzing parameters often inaccessible to our limited human cognitive abilities.*

*Several developed countries, such as France and England, have already set up national teleconsultation centers, coordinating public and private initiatives. Why not Cameroon?*

*Furthermore, this innovation would allow for better monitoring of mental health, a major issue in international research in neuroscience and in the field of trans humanism, which aims to improve human performance and overall well-being.*

### b) Mental Health and Suicide Prevention

For too long a taboo, mental health must become a national priority.

- **Create a National Psychology and Suicide Prevention Unit, with a 24/7 Green Line**
- **Integrate screening and psychological support into primary health centers, schools and workplaces.**
- **Raise awareness and educate the population through the media, religious leaders, and teachers.**
- **Train at least 1,000 clinical psychologists in 5 years.**
- **Create a digital telepsychology network accessible throughout the country. This can be linked to the telemedicine component.**



## 5. Conclusion and political promise

We want to move from a health system based on emergency and informal care to a smart, community-based and sovereign health system that cares for both bodies and minds.



### A. HOSPITALS AND INFRASTRUCTURE

#### General objective:

**Modernize Cameroon's hospital network, guarantee access to quality care throughout the country, and bring the country into the era of health enhanced by technology.**



### 1. Reform of public hospitals

Public hospitals are the backbone of the national health system, but they are now in crisis: the buildings are dilapidated, there is chronic under-equipment, corruption has also infiltrated their administration, and there is a lack of staff and essential medicines.

Areas of reform:

- National audit of all public hospital structures to establish a real and transparent inventory.
- Partial management autonomy of hospitals, with performance obligation
- (health results, patient satisfaction, financial transparency).
- Complete digitalization of admissions, patient monitoring, and hospital pharmacy.
- Modernization of the technical platform in at least one reference hospital per region, every year for 5 years.
- Public-private partnerships for heavy equipment (imaging, operating rooms, robotics).

The hospital must no longer be a place of anxiety or corruption, but a space of trust, dignity, and modern care.

### 2. Mobile clinic networks and telemedicine

Faced with medical deserts, Cameroon must opt for a proactive, mobile and flexible strategy.

Proposition :

- üDeployment of mobile clinics (medical vehicles) equipped for
- üConsultations, basic examinations, vaccinations, prenatal care.

- üPriority areas: landlocked regions, post-conflict areas (NOSO), borders.

- üNational telemedicine network, with specialist doctors available online to support peripheral health centers.

üDigital tools:

- üConnected application (Example Camer Care or another more striking name) for remote monitoring, electronic prescriptions and online medical advice.

- üNational platform for free e-consultation (at least for children, pregnant women and the elderly).



### 3. Integration of AI into simple diagnostics

Artificial Intelligence represents a major opportunity to compensate for the lack of medical personnel, accelerate diagnoses, and improve accuracy.

Immediate use cases:

®Automatic analysis of X-rays (tuberculosis, pneumonia, simple fractures).

®Prediction of cardiovascular or diabetic risks from basic data.

®Triage of patients in emergency or epidemic situations.

®Objective:

®Equip at least 50 hospitals and 200 health centers with diagnostic assistance software by 2027, thus forming a national network of assisted medical intelligence.

### 4. National Blood Bank and Epidemic Biosurveillance

The aim here is to improve blood management and early detection of epidemics. These are vital factors for the country's resilience.

National Blood Bank ØCreation of an interconnected national network of blood collection and storage centers. (Patients no longer have to run from hospital to hospital looking for blood bags)  
ØReal-time registration of voluntary donors, available blood groups, emergencies.

ØIntegration into the national health management application (Camer Care...) to facilitate local alerts and traceability of donations to the patient.

Epidemic bio-surveillance üEstablishment of a Digital Public Health Observatory, capable of detecting weak signals (flu, dengue fever, cholera, etc.).

üCross-referencing of consultation, pharmacy, school, mobile phone and weather data to model risks in real time.

üCoordination with the Africa Centre for Disease Control (Africa CDC) for cross-border alerts.

### 5. Conclusion and political promise

Cameroon must no longer suffer from its hospital failures; it must become master of its health, by combining humanity, proximity and technology. The hospital infrastructure of tomorrow will not just be a building, it will be a living, intelligent network, accessible to every citizen; Improving the status and working conditions of health personnel; Consolidating social security (parental allowance + care for pregnant women and young children). The gradual implementation of universal health coverage, to protect the most vulnerable social groups; The establishment of a universal basic income, to reduce social inequalities and preserve the dignity of all Cameroonians; The decentralization of the management of all social benefits at the regional level; universal social protection, increased access to education and career paths, zero tolerance for violence, legal and economic equality, support for women's SMEs, and parity in decision-making bodies are reforms that are not privileges, but essential levers for building a fairer, more productive and truly inclusive society, because we must unleash the potential of Cameroonian women to liberate Cameroon on the family level.



### Strengthening the power of action of Cameroonian women



- The extension of prenatal allowances and family benefits linked to maternity to all Cameroonian women;
- Free maternity care · The establishment of targeted scholarships for girls in STEM fields · Vocational training programs modeled on local realities (digital, industry, agriculture, etc.) · The intensification of policies to promote the education of young girls, and the criminalization of child marriage and female genital mutilation;
- Guaranteeing equal rights with regard to inheritance, property, employment, political representation · Adopting positive discriminatory measures (land, tax, customs) to support SMEs promoted by women and people with disabilities · Adopting 60/40 parity for the representation of women in municipal and regional councils, as well as in the National Assembly. in public companies

# CHAPTER 4: SCHOOL REFORM, TEACHING AND SCIENTIFIC RESEARCH

By 2032, we will have laid the foundations for a profoundly renewed education system, capable of meeting the aspirations of our youth and the demands of the contemporary world. Thanks to this reform, teachers and doctors will see their salaries doubled, thus restoring the attractiveness of these essential professions. This powerful gesture will help retain talent, motivate vocations, and restore meaning to public engagement.

In schools, the student-teacher ratio will be reduced to 40 in primary schools, significantly improving the quality of learning and the attention given to each student. At the same time, the rate of medical coverage will increase, with a clear objective: to achieve 1 doctor per 5,000 inhabitants, compared to less than 1 per 10,000 today.



We also anticipate a 50% reduction in the resignation rate and turnover in the education and health sectors, a sign of a stabilization of human resources and a renewed confidence in public careers. Civil service competitions in these sectors will become attractive again, attracting the best profiles and strengthening national competitiveness.

Finally, the satisfaction of educational and medical staff will be measured and valued, with service quality indicators showing significant improvement. These results will not be just numbers: they will embody a profound transformation of Cameroon's human capital, a stabilization of social sectors, and an increase in the country's capacity to train, care for, and innovate.

## A- School, Education

### 1- Justification and Explanation

Education is the cornerstone of a nation's economic, social, and cultural development. Cameroon's education system, while producing generations of competent citizens, requires reinvention to meet the challenges of the 21st century:

- Insufficient integration of science and technology into the practical lives of students
- Poor adaptation to local economic realities and global opportunities
- An increased need for alignment between the Anglophone and Francophone education systems to promote national unity
- Education too focused on theory, disconnected from the agricultural, industrial and technological realities of Cameroon.



The reform entitled “The school that gives work” proposes an ambitious overhaul that unifies the English-speaking and French-speaking education systems into a single, bilingual model focused on:

- Development of STEM and artistic skills to meet local and global needs
- Promotion of local and pan-African languages from a cultural and identity perspective
- Preparation for the job market through practical projects and community engagement.

## 2- Priority Objectives of the Reform

### *A functional and relevant education*

- *·Ensure that each student, at the end of their school career, has practical skills directly applicable to the job market or to pursue higher education*
- *·Promote STEM (science, technology, engineering, mathematics) focused education to meet local and global needs, with a target of 75% STEM baccalaureate graduates by 2034*

### *Effective and inclusive bilingualism*

- *·Achieve effective bilingualism (French-English) for all students by 2030, by introducing STEM courses exclusively in English from cycle 2 (primary)*
- *·Promote local and pan-African languages, with progressive integration of major African languages and strategic global languages (Mandarin, Arabic)*

### *Universal and equitable education*

- *·Achieve 100% primary school enrollment by 2032 by ensuring access to education for all children, including in rural and marginalized areas*
- *·Reduce school dropouts through adapted teaching approaches, community services and practical projects integrated into the curriculum.*

### *A reform rooted in local and global realities*

- *·Adapt educational content to the economic, agro-ecological and cultural realities of Cameroon*
- *·Train students to use their local resources to create practical and innovative solutions*
- *·Promote national and pan-African identity through in-depth teaching of African history, citizenship and cultures*

***A school system managed by municipalities and regions***

- ***-Decentralize the management of establishments to allow municipalities/regions to play a key role in the administration of schools***
- ***-Strengthen local capacity in infrastructure and teacher training to meet the specific needs of each community***

***A pedagogy focused on collaboration and interdisciplinarity***

- ***-Introduce interdisciplinary projects at all levels to promote porosity between STEM and the Arts***
- ***-Create a strong bond between students from different orientations to stimulate innovation, creativity and critical thinking***

***An integration of civic and community values***

- ***-Institute mandatory community service activities in every municipality, to instill civic values and social responsibility from an early age***
- ***-Include daily rituals such as the raising of colours and the singing of the national anthem to strengthen the sense of belonging and national unity.***
- ***More specifically, the following lines attempt to dismantle the contours of this reform, as well as the realignment of the school calendar in line with the climatic seasons to facilitate the deployment of holiday activities and leisure; as well as to encourage the movement of populations for better integration between peoples. This reform will be sequenced as follows:***

***2026/2027: mid-October***

***2027/2028: end-November***

***2029: Effective.***

## 5- Justification and Explanation

*(We would like to mention here that all this being only a test, will be presented, proposed and discussed during the General States of Education August - November 2026)*

*The detailed proposal to support the points mentioned above is presented below.*

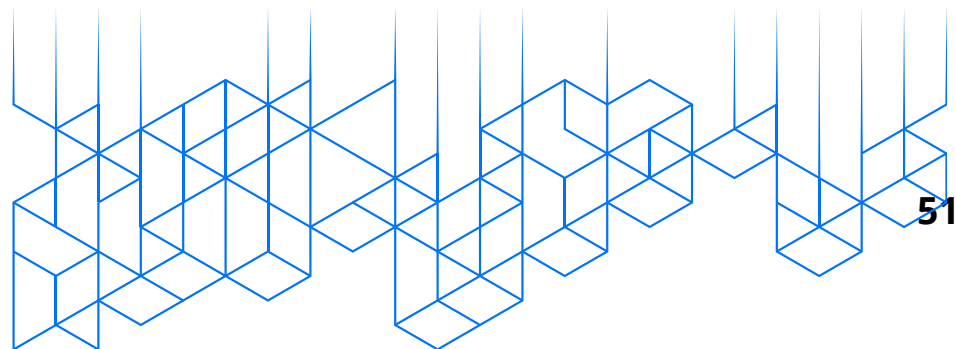
**Status Quo, Rationale, Objectives and General Considerations**

***In the French-speaking subsystem (6th to 3rd grade)***

***Distribution of points***

***The points are, on the basis of the standard model, distributed as follows in the subjects and/or groups of subjects:***

***6th and 5th***



- -Artistic and linguistic subjects (Arts): 13
- French: 5
- English: 3
- History - Geography: 3
- Arts Education: 1
- Citizenship education: 1
- Science subjects (STEM): 12
- Mathematics: 5
- Physical Sciences: 3
- SVT (Life and Earth Sciences): 3
- Computer science: 1

The Arts/STEM ratio is 13/12 (~52% Arts and 48% STEM)

### 4th and 3rd

- -Artistic and linguistic subjects (Arts): 12
- French: 5
- English: 3
- History - Geography: 3
- Citizenship education: 1
- Science subjects (STEM): 13
- Mathematics: 5
- Physics - Chemistry: 4
- SVT : 3
- Computer science: 1

The Arts/STEM ratio is 12/13 (~48% Arts and 52% STEM)



**Weekly hourly volume by subject (approximate)**

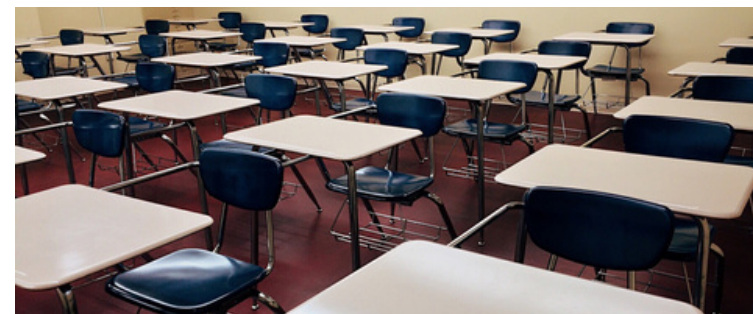
Matière	6e et 5e (heures/semaine )	4e et 3e (heures/semaine)
Français	4	4
Anglais	3	2
Histoire - Géographie	3	3
Éducation artistique	1	1
Éducation civique	1	1
ARTS	12	11
Mathématiques	4	5
Sciences physiques	2	3
SVT	2	2
Informatique	1	1
STEM	9	11
EPS	1	1

The number of STEM and Arts subjects is similar, but Arts subjects generally include more sub-disciplines (such as French, History-Geography, Civics) which increase their total weight. The coefficients (points) awarded to STEM and Arts are effectively equivalent (~50% Arts, ~50% STEM), especially in 4th and 3rd grades.

However, considering that a school year lasts 36 weeks, a student spends approximately 15% more time in Arts compared to STEM over the 4 years of lower secondary school (1,656 hours for Arts versus 1,440 hours for STEM).

In summary:

- Similar number of subjects for STEM and Arts
- Balanced coefficients (~50%-50%) · 15% more class time for Arts vs STEM



## In the English-speaking subsystem (Form 1 to Form 5)

Distribution of points Points are, on the basis of the standard model, distributed as follows in the subjects and/or groups of subjects:

forme 1 to Form 3

- Arts : 16
- English Language : 5
- Geography: 3
- History : 3
- French : 2
- Religious Studies : 2
- Creative Arts : 1
- **STEM : 11**
- **Mathematics : 5**
- **Integrated Science : 4**
- **Computer Studies : 1**
- **Physical Education : 1 (STEM-adjacent)**

The Arts/STEM ratio is 16/11 (~59% Arts and 41% STEM)

Form 4 to Form 5 (GCE Ordinary Level)

- Arts : 19
- English Language : 5
- geographically: 3
- History : 3
- Economics : 3
- Literature in English : 3
- ReligiousStudies : 2
- **STEM : 18**
- **Mathematica : 5**
- **Physics : 4**
- **Chemistry : 4**
- **Biology : 4**
- **ICT : 1**

The Arts/STEM ratio is 19/18 (~51% Arts and 49% STEM)

**Weekly hourly volume by subject (approximate)**

Subject	Form 1-3 (hours/week)	forma 4-5 (hours/week)
English Language	4	4
History	2	2
géographe	2	2
Literature in English		2
ReligiousStudies	1	1
French	2	1
Creative Arts	1	
ARTS	12	11
Mathematics	4	4
Integrated Science	3	
Physics		3
Chemistry		3
Biology		3
ICT	1	1
STEM	8	11
Physical Education	1	



Before Form 4 (middle school), Arts slightly dominates in terms of subject diversity (e.g., Creative Arts, Religious Studies, Geography, History, etc.), while STEM is concentrated in blocks like Integrated Science and Mathematics.

The coefficients (points) before the GCE show a dominance of Arts (~60% Arts, ~40% STEM). This imbalance balances out to almost 50%-50% by the time of the GCE (Form 4-5). A student spends about 30% more time in Arts than in STEM over the entire cycle (1,944 hours for Arts vs. 1,512 hours for STEM), as you noted.

In summary:

- Before Form 4, 60% of the points for Arts.
- Balance of points at the time of the GCE.
- 30% more class time for Arts vs STEM.

### Summary of totals (in hours)

Sous-système	Arts	STEM
Francophone (6e-3e)	1,656	1,440
Anglophone (Form 1-5)	1,944	1,512

### 6- Observations

Regarding the distribution of points in the 2 subsystems:

- Francophone (6th to 3rd): balanced, around 50%-50%, with a slight dominance of STEM in 4th and 3rd
- Anglophone (Form 1 to 5): Arts slightly dominant in Form 1 to 3 (~60%-40%) but balanced in Form 4 to 5 (~50%-50%)

These ratios show a priority given to the Arts-STEM balance in both subsystems, with a tendency to reinforce STEM as students progress through their curriculum. That said, in both subsystems, the volume of hours devoted to Arts exceeds that of STEM, and the gap is more marked in the Anglophone subsystem.

The French-speaking subsystem shows near parity in 4th and 3rd grades between Arts and STEM, indicating a progressive balance.

STEM becomes more important in the later grades, especially in Form 4 and Form 5, in preparation for the GCE Ordinary Level or BEPC exams.

### 7- In conclusion

These proportions show a historical priority given to the Arts in both subsystems, although the French-speaking is more balanced than the English-speaking before the final exams.

### 8-School Calendar Proposal

Principles of the School Calendar “The School that Gives Work” has a calendar aligned with the rhythm of agro-industrial and social realities, allowing students to be actively involved in community and economic activities. It integrates Muslim and Christian religious holidays to promote social cohesion within a unified calendar.

Alignment with the calendar year

- The school year begins in January and ends at the end of October
- November and December are devoted to the long vacation, integrating agricultural, industrial, or community activities for secondary school students
- Three distinct terms
- First term → From January to mid-April
- Second term → From mid-April to mid-July
- Third term → From mid-July to the end of October

Holidays (the question of public holidays will be the subject of discussions during the CNS\*)

- Two weeks off at the end of each term
- Easter Break: From Holy Thursday to Easter Monday inclusive.
- Muslim Breaks
- Eid El Fitr (end of Ramadan): 3 days
- Eid El Kebir (Tabaski): 3 days.
- Maouloud (Birth of the Prophet): 3 days
- When religious holidays (Easter, Eid El Fitr, Eid El Kebir, Maouloud) fall 3 days before or after the start or end of a school holiday, the holidays are adjusted to include them.

Inclusion of current national holidays

- Respect for Cameroon's official public holidays
- January 1: New Year's Day
- February 11: Youth Day
- May 1: Labor Day
- May 20: National Unity Day
- Ascension: (a variable Thursday in May/June)
- August 15: Assumption
- Proposal for an additional public holiday → October 1, to commemorate the Reunification of Cameroon and strengthen national unity.



## 9-School Calendar for 2028 - 1st Year of Implementation

<b>Trimestre</b>	<b>Dates</b>	<b>Durée</b>	<b>Breaks et Fêtes</b>
Premier trimestre	January 10 - April 14	14 semaines	Break trimestriel du 13 avril (Jeudi Saint) au 28 avril
Deuxième trimestre	April 29 - July 19	11 semaines	Eid El Fitr Break (Ramadan): Friday, April 20 Quarterly break: July 20 - August 4
Troisième trimestre	August 5 - October 30	12 semaines	Break Eid El Kebir (Tabaski): Monday 21 - Wednesday 23 August. Reunification Day: Monday, October 1st Maouloud: Wednesday, October 25
Congés annuels	October 31 - January 7, 2029	9 semaines	

Daily and weekly rhythm

- Mornings: Academic courses (math, science, literacy, etc.)
- Afternoons: Hands-on, artistic, collaborative STEM or community service activities
- Community Service: Mandatory on Wednesday and Friday afternoons

### Overview of School Cycles

**Cameroon's new education system is structured into five distinct cycles (following an optional awakening cycle), each designed to meet the educational needs and progressive development of students. Each cycle, starting with cycle 2, is punctuated by an official examination that validates the skills acquired and prepares for the transition to the next cycle.**

**·Cycle 0: Pre-kindergarten (Pre-N) → Optional and left to the schools' free choice, children under 3 years old develop sensory awareness and their first socialization. The content consists essentially of motor activities, educational games and sensory discoveries.**

- Cycle 1: Kindergarten (N1 to N3) → Children aged 3 to 6 develop basic motor, cognitive and linguistic skills.
- Cycle 2: Primary (P1 to P5) → Students aged 6 to 11 consolidate the fundamentals of literacy, numeracy and science. They also have their first introduction to interdisciplinary projects. It is punctuated by a national exam called the Primary Certificate, organized by the Municipality.
- Cycle 3: Collège (M1 to M3) → Students aged 11 to 14 explore STEM and Liberal Arts, with a pre-specialization based on their preferences and results. They also consolidate civic and cultural skills. It is punctuated by an official exam called the Collège Certificate, organized by the Region.



## CHAPTER 4: SCHOOL REFORM, TEACHING AND SCIENTIFIC RESEARCH

·Cycle 4: Foundation (F1 and F2) → Aged 14 to 16, students specialize in STEM or Arts, with concrete preparation for higher or technical studies. The cycle is validated by the Probatoire, a national examination centralized by the Ministry of Education.

·Cycle 5: High School (B1 and B2)

Aged 16 to 18, students are prepared for the job market or higher education with a program aligned with strengthening their skills developed through specialization. High school is awarded the Cameroonian Baccalaureate, centralized by the Ministry of Education.

<b>Cycle</b>	<b>Classes</b>	<b>Examen officiel</b>
Cycle 0	Pre-N	
Cycle 1	N1 à N3	
Cycle 2	P1 à P5	Primary Certificate      Primary Certificate
Cycle 3	M1 à M3	Middle School Certificate
Cycle 4	F1 et F2	Probationary Foundation Certificate
Cycle 5	B1 et B2	Baccalauréat / Baccalaureate

Concrete projection of educational reform based on 2022 data and the 2026-2035 timeline Official data on the Cameroonian education system in 2021-2022 provide a solid starting point for calibrating the reform.

### Summary of key data (2021-2022)

Staff → 7,937,754

- ·Preschool → 596,197
- ·Primary → 4,944,290
- ·Secondary 1,983,379 → General 1,576,351 + technical: 407,028
- ·Superior: 413,888

Transition and completion rates

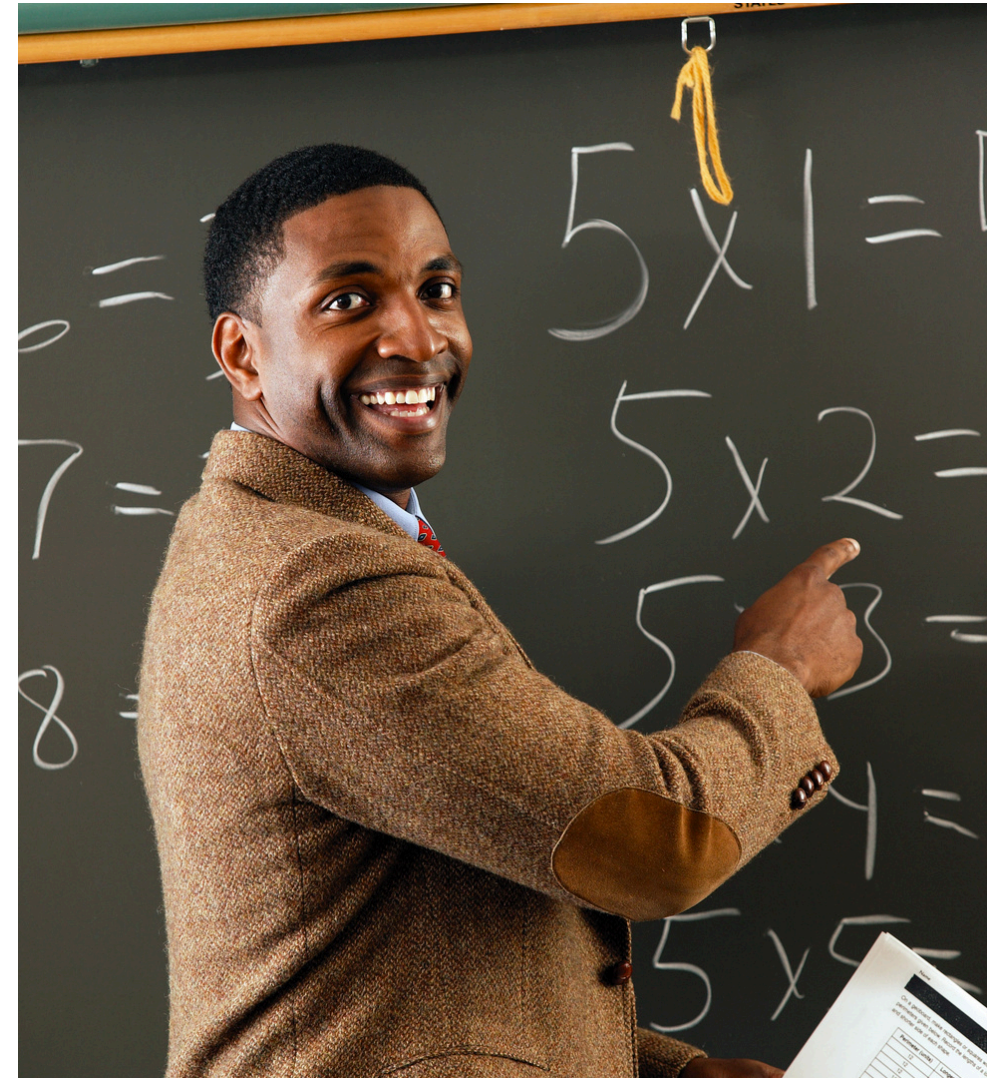
- ·Primary-secondary transition: 60%
- ·Completion of the first general secondary cycle: 45%

Distribution of STEM vs. other higher education programs

- ·STEM: 44.2% of students
- ·Other sectors: 55.8%.

Teachers and infrastructure

- ·Primary: 113,690 teachers for 113,016 classrooms
- ·General secondary: 70,979 teachers for 48,732 classrooms
- ·Total budget: 926 billion FCFA, with 80% for salaries



## 10-Projection for a transformed system (2026-2035)

Priority objective: Produce 75% of STEM baccalaureate graduates by 2034. Currently 44.2% in higher education, the objective is to increase this proportion to 75% from the baccalaureate in 2034 by promoting:

- A STEM specialization from F1 (Foundation)
- Interdisciplinary STEM projects in each cycle
- A promotion of STEM professions in rural regions.

Plan by cycle with quantitative objectives Cycle 0 - Preschool (Pre-N, N1 to N3) Based on the current numbers of 596,197, the objectives are as follows:

- GER → Gradual increase in the preschool Gross Enrollment Rate (GER) to 50% by 2032 compared to 39.7% currently
- Infrastructure → Double preschool classrooms to reach 50,000 classes by 2032
- Local languages: Introduce 20% of courses in the dominant African language of the region.

Cycle 1 - Primary (P1 to P5) Based on the current numbers of 4,944,290, the projections are as follows:

- Improve the primary completion rate from 75% to 90% by 2034
- STEM from P3 → Train 75% of students in practical STEM projects
- Infrastructure → Strengthen laboratories in 70% of rural schools
- Primary Certificate (2029) → Train a pilot cohort with 95% success rate.

Cycle 2 - Middle School (M1 to M3) Based on a 60% transition from primary to secondary, the objectives are:

- Increase the primary-secondary transition to 85% by 2032
- STEM pre-orientation → Direct 75% of students towards STEM from M3
- Deployment of STEM laboratories in 100% of urban middle schools and 70% of rural middle schools

### Cycle 3 - Foundation (F1 and F2)

2 specific objectives for this new cycle, in the reform project

- Reform the Probationary exam to validate interdisciplinary STEM skills.

- Train 80% of F1-F2 teachers in bilingualism and active teaching.

### Cycle 4 - Baccalaureate (B1 and B2)

The objectives focus, for the reformed baccalaureate, on strengthening STEM and interdisciplinary projects to encourage cooperation/collaboration between young citizens.

- First cohort of STEM graduates in 2034 o75% STEM, 25% Liberal Arts oMock exam in May, intensive review from June to October, final exam in November
- 100% of students engaged in community STEM/art projects.

## 11- Reform Implementation Schedule (2026-2035)

Key principles of the timetable The reform would be spread over 10 years (Jan 2026 - Dec 2035)

Progressive start by cycles: Integration of the entry levels of each cycle in the first 3 years, with extension to the other levels in the following years

Reminder of the priority objectives

- 100% effective bilingualism for all students by 2030
- 100% primary school enrollment by 2032
- 75% STEM baccalaureate holders in the first cohort graduating in 2034

Continuous training of teachers and updating of infrastructure to ensure a smooth transition.

## CHAPTER 4: SCHOOL REFORM, TEACHING AND SCIENTIFIC RESEARCH

Année	Objectifs principaux	Niveaux concernés	Résultats attendus
2026	Lancement de la réforme : préparation stratégique	Finalized Pre-N to F1 curricula Initial training for entry-level teachers	15% of schools identified as pilots Bilingual and STEM educational tools developed.
2027	Déploiement pilote et ajustements	Pilot classes operating in 15% of schools Evaluation of bilingual and STEM tools	Pilot class results validated: 75% of students progress in bilingualism
2028	Lancement national des classes d'entrée : Pre-N, N1, P1, M1, F1	Intégration complète des nouveaux curricula dans 100% des écoles	100% of students in entry classes use the new bilingual tools
2029	Extension des classes intermédiaires : N2, P2, M2, F2	Ajout des classes intermédiaires au système réformé	80% of primary school students benefit from bilingual learning
2030	Bilinguisme effectif dans tout le système éducatif	Toutes les classes de Pre-N à F2 sont couvertes par la réforme	100% of students take bilingual courses Bilingual teachers represent 95% of the teaching staff
2031	Introduction des niveaux supérieurs réformés : M3, F3 (Première cohorte STEM)	Intégration des langues africaines et mondiales au programme	50% of M3 students oriented towards STEM Interdisciplinary STEM and Liberal Arts programs introduced
2032	Première promotion du Primary Certificate avec 100% de scolarisation primaire	Scolarisation universelle des enfants de 6 à 11 ans	95% success rate in the Primary Certificate Pre-specialized orientation in M3 reinforced
2033	Extension complète au cycle secondaire supérieur : F4 et B1	Niveaux supérieurs du secondaire réformés pour alignement STEM/Arts Libéraux	70% of F4 students oriented towards STEM Introduction of high-intensity interdisciplinary projects
2034	Première promotion de bacheliers avec 75% STEM	Premières cohortes STEM préparées avec succès	75% of high school graduates come from STEM fields Strengthening partnerships with universities for admissions
2035	Stabilisation et évaluation complète de la réforme	Évaluation d'impact de la réforme sur les 10 ans	Consolidation des gains : bilinguisme universel, scolarisation primaire complète, orientation majoritaire STEM

### -Chronology of Priority Objectives

- 2028-2030
  - Implementation of bilingualism in 100% of schools
  - Progressive deployment of STEM courses exclusively in English from primary school (P2)
- 2028-2032
  - Achievement of 100% primary school enrollment
  - Implementation of reinforced STEM programs from middle school onwards with early orientation in M3
- 2033-2034
  - Intensive preparation of bachelor's degree holders with interdisciplinary projects
  - First class of STEM graduates representing 75% of graduates.
  - Projection for teachers and infrastructure (2026-2035)
  - Teacher training
  - Train 50% of current teachers in STEM and bilingualism by 2027
  - Recruit 10,000 additional STEM teachers for cycles 3, 4 and 5
  - Infrastructures
  - Double the number of STEM labs by 2030 (currently insufficient)
  - Establish bilingual libraries in 100% of secondary schools

Transition and Alignment of Exams Knowing that we are launching the new school year and the new system officially in 2028, with the national start of all entry classes (Pre-N, N1, P1, M1, F1), the transition takes place as follows:

Kindergarten (Middle Section/Nursery 2) · Students in middle section in 2028 will reach Grande Section/Nursery 3 in 2029 and CP/P1 in 2030 · Last classic kindergarten cohort: 2030.

Primary (from CE1/Class 3 in 2028) · Students in CE1/Class 3 in 2028 will reach CM2/Class 6 in 2031 · Last CEP/FSLC: 2031.

Middle School (from 5th/Form 2 in 2028) · Students in 5th/Form 2 in 2028 will reach 3rd/Form 5 in 2031 · Last BEPC/GCE Ordinary Level: 2031 Upper Secondary School (from 3rd/Form 4 in 2028) · Students in 3rd/Form 4 in 2028 will reach Terminale/Upper Sixth in 2031 · Last Probatoire/Bac classique: 2031.

Ultimately, 2031 will be the last year for all traditional exams. From 2032, only the reformed system exams will be in effect.

**Approach to Exam Alignment** From 2028, the reformed exams (Primary Certificate, Middle School Certificate, etc.) will be translated to cover the needs of both subsystems. For example, the English-language Primary Certificate exams will be translated for French-speaking students (CEP), and the French-language exams will be translated for the FSLC.

To harmonize content by 2030, we are gradually integrating common educational elements from both systems into the new reformed curricula. The focus on STEM, languages, and interdisciplinary projects creates a common foundation.

Finally, in 2031, the last classic exams (CEP/FSLC, BEPC/GCE O-Level, Probatoire/Bac) will align with the new reformed exams.



**Example of Harmonization for Each Cycle:**

**Primary - CEP/FSLC and Primary Certificate** The common contents become:

- Mathematics, science, literacy in English/French
- History, geography, civic education adapted to the bilingual context

Currently, science and language programs are more advanced in the English-speaking system.

**Middle School - BEPC/GCE O-Level and Middle School Certificate** The common content becomes science (physics, biology, chemistry), history, geography, languages. Currently, mathematics has greater depth in the English system.

**Upper Secondary - Probatoire/Bac and Foundation Certificate** The common content becomes mathematics, science and liberal arts, as well as the orientation towards STEM or Liberal Arts in F1-F2. Currently, the STEM assessment methodologies differ (analytical approach in the English-speaking subsystem vs. descriptive approach in the French-speaking subsystem).

### **13- Conclusion and Adjustment**

**2031 should be the final year for all traditional exams. Alignment through translation is feasible, but requires prior work on academic content to avoid inequalities between systems.**

### Some demographic keys and hypotheses for work

- The population of children aged 3 to 10 years in Cameroon in 2022 is estimated at 8,300,000; this population grows at an annual rate of 2.5%, reaching approximately 10,624,702 children in 2032
- The projection of the Cameroonian population aged 3 to 18 years from 2022 to 2032 shows a constant increase, reaching approximately 17.15 million children in 2032.

### Promotion of Teachers and Health Personnel

#### 1) Measure for Teachers and Caregivers

The implementation of regular continuing training, adapted to educational and technological developments

- Introduction of a bill for the legal protection of educational staff in order to guarantee them a safe and respectful working environment
- The establishment of a transparent system of salary revaluation and career development with the establishment of specific bonuses for appropriate reasons (remote areas, seniority, innovation, etc.).

#### 1.a) Supporting and Explanatory Documents

This measure aims to revalue key professions such as teachers and doctors. These professionals represent the pillars of the health and education systems, two major drivers of human development. However, in Cameroon, their salaries are low, working conditions are degraded, and social recognition is insufficient.

The transformation strategy underway cannot succeed without massive investment in the human capital of the public sector. Salary increases therefore constitute a lever for motivation, performance, and social justice.

This project - led by the Ministry of Health, Family and Social Protection and the Ministry of Education, Research and Innovation - is structured around the clear objective of doubling salaries by 2032, through a regulated annual progression, sustainable from a budget, and indexed to performance.

### 1.b)- Introduction of the reform

This axis proposes a structured and ambitious salary reform for public sector teachers and doctors. This is a strategic choice: investing in those who educate and care for the country, to create a virtuous circle of human development, poverty reduction, and overall productivity.

In 2025, the net salaries of primary school teachers will be around 100,000 CFA francs per month, and those of general practitioners around 250,000 CFA francs per month. These amounts are not competitive and partly explain the exodus of talent, absenteeism, and professional demotivation.

The doubling targeted for 2032 will help restore career attractiveness, encourage continuing education, and reduce the brain drain. It is accompanied by measures to control the payroll and individual assessment.

### 1.c)- Current Situation in 2025

In 2025, the salaries of teachers and doctors in Cameroon remain among the lowest in the Central African region. A primary school teacher earns an average of 100,000 CFA francs per month, a secondary school teacher around 150,000 CFA francs, and a general practitioner around 250,000 CFA francs. These salaries reflect neither the level of training required nor the level of responsibility exercised.

Delayed bonus payments, low housing and transportation allowances, and work overload (particularly in rural areas) are exacerbating the precariousness of these professionals. The attractiveness of the civil service in these sectors is declining, with a rising resignation rate, an aging workforce, and a lack of interest among young graduates.

Furthermore, the shortage of teachers and doctors results in overcrowded classrooms (more than 60 students per teacher) and poor health coverage (less than 1 doctor per 10,000 inhabitants). These constraints harm the quality of basic services and compromise the country's social objectives.



The public sector struggles to retain talent: a third of doctors trained each year leave the country, demonstrating a real brain drain. The phenomenon is similar for teachers:

Between January and April 2024, nearly 6,000 Cameroonians immigrated to Canada, including teachers and health professionals;

In 2023, 1,571 secondary school teachers were suspected of having already left Cameroon for Canada.

These departures exacerbate the shortage of educational and medical personnel, weakening essential human resources.

### **1.d)- Objective 2032 and Justification**

The goal is to double the salaries of teachers and doctors by 2032, with an average annual increase of around 10%. This catch-up aims to bring remuneration back to competitive levels in the CEMAC sub-region, or even close to the UEMOA sub-region, in line with expected performance standards.

At the same time, a reform of the statutes will be undertaken to promote career progression, recognize seniority, and include bonuses linked to assignment to difficult areas or to academic and health results obtained.

This measure will help to retain public employees, improve the quality of care and learning, and make public services a lever for transformation. It also supports youth employment in the education and health sectors by strengthening initial training and professional integration.

### **1.e- Difficulties, Risks and Challenges**

Several challenges must be met:

The budgetary cost of doubling salaries, estimated at 400 billion FCFA/year in a permanent regime;

Sustainability of the public wage bill (objective: remain below 30% of the total budget);

The risk of inequalities between sectors if the revaluation is not extended to other essential functions;

The availability of budgetary positions to recruit the necessary staff (doctors, teachers);

The establishment of a system for monitoring work effectiveness (attendance, performance).

An annual adjustment mechanism, coupled with an independent evaluation, will have to accompany this reform to guarantee its effectiveness and avoid windfall effects.

### **1.f)- Sources and Data used**

The data mobilized includes:

- Payroll by sector (MINFI 2025);
- Public staff in the health and education sectors (MINFOPRA, MINSANTE, MINESEC)
- Current salary scales for teachers and doctors;
- Demographic projections on the need for teachers/doctors by 2032;
- Publications: “Civil service and motivation in Cameroon” (2021), “Regional benchmark on public salaries” (ADB, 2022);
- Macroeconomic data from the DPEB 2025–2027.

These data allow increases to be calibrated according to budgetary constraints and expected growth dynamics.

### **1.g)- Hypotheses**

The model is based on:

- A gradual doubling of salaries over 7 years: +10% per year on average;
  - A current salary bill for teachers and doctors of 400 billion FCFA/year;
  - An additional cumulative cost over 7 years estimated at 1,750 billion FCFA;
  - Priority allocation of resources from savings made on reforming government and the form of the State; Adjustment levels according to budgetary sustainability (objective: payroll < 30% of the total budget).
- The increases will apply primarily to young teachers/physicians starting out, to rural areas, and to specialties in high demand. A variable portion linked to individual or collective performance may be added as early as 2028.

### 1.h- Simulation model 2025-2032

The revaluation will begin in 2025 with a targeted increase in rural wages. In 2026, a harmonized salary scale will be adopted. From 2027, increases will become annual and automatic according to a schedule defined by decree.

Each year, a compensation envelope is included in the finance law. The progression follows a smooth exponential curve to reach 200% of the base level in 2032. The effects on motivation, retention, assignment and quality are monitored through a national dashboard.

Simulations show that such a reform is sustainable if it is supported by a rationalization of the administrative structure, a fight against duplication of posts and better execution of the social investment budget.

### 1.i)- Expected results

In 2032, the expected results are:

Salaries of teachers and doctors doubled compared to 2025;

Renewed attractiveness of public competitions for these two sectors;

Medical coverage rate of 1 doctor per 5,000 inhabitants;

Student/teacher ratio reduced to 40 in primary school;

Reduction of resignation rates and turnover by at least 50%;

Staff satisfaction and improvement of service quality indicators (education and health).

These results will strengthen human capital, stabilize social sectors, and improve the country's overall performance.

### 1.j)- Conclusion and Perspectives

The current situation is alarming:

The quality of public education and health services is severely compromised, hampering social and economic progress;

The shortage of key players weakens the achievement of national objectives in terms of maternal and child health, educational success or vocational training;

The loss of trained skills represents a direct economic cost: Cameroon trains qualified people, but sees their talents leave without any return of equivalent value.

School attendance and access to quality healthcare are essential levers for national transformation. If these pillars crumble, development as a whole suffers. Revaluing key personnel is not a luxury; it's a necessity. A state that cares for and educates must properly recognize those who carry out this mission.

This measure represents a major step forward in terms of social justice, public capacity building, and sustainable transformation. Its success will require rigor, transparency, consultation with unions, and a collective effort.

In the long term, this strategic choice will position Cameroon as a state that invests in its human future, and not just in its infrastructure.



### B. Scientific Research

#### • Science et Innovation

General objective:

To make Cameroon a hub for biomedical, technological and strategic research in Central Africa, capable of developing its own scientific solutions, training its researchers locally, and competing in the global knowledge economy.



#### 1. Creation of the Cameroon Institute of Biomedical and Technological Research (ICRBT)

ICRBT would be an independent, interdisciplinary and pan-African public institution, dedicated to fundamental and applied research in:

- Molecular biology and tropical genomics. Allowing us to find new drugs adapted to our germs, to our regional specificity, but also to have a comprehensive map of our microbial environment that can be used in several ways, for prevention but also from a security and offensive point of view.
- Epidemiology and emerging infectious diseases
- Nuclear physics, quantum physics, quantum computing
- Artificial intelligence, and other aspects of IT and network security
- Bioengineering and Regenerative Medicine
- Embedded systems, robotics, defensive military technology (drones, robot soldiers, biometric sensors)

Our dependence is becoming technological and Africa has so far offered little in "modern" international scientific thought. It is time to rectify the situation, because it is only by this means that we will discuss in a sovereign manner with others. It is only in this way that we will regain our dignity, our respect and that we will be able to be proud of our African ancestry. A country that does not seek is a country that submits to the patents of others. Cameroon must become a producer of knowledge;

### 2. Set a research budget $\geq$ 1% of GDP by 2030

Currently, Cameroon invests less than 0.25% of its GDP in research - compared to more than 2% in fast-growing emerging countries (South Korea, Brazil, Morocco).

Political commitment:

- Gradually increase the national research budget to 1% of GDP by 2030.
- Distribute this funding between universities, independent laboratories, projects
- Innovative entrepreneurs and international cooperation.

Establish a National Fund for Cameroonian Innovation, funded by the State, donors and royalties from registered patents.

### 3-Biotechnology, technology and smart defense incubators

Cameroon can only catch up by supporting disruptive scientific entrepreneurship, particularly among young people. Proposed actions:

- Creation of 5 national deeptech incubators in the following areas:
- Biotechnology and digital health (Yaoundé, Garoua)
- Energy C climate (Bamenda)
- Defense Technologies C cybersecurity (Douala)
- Agrotechnology and Plant Genetics (Bafoussam)
- Quantum Technologies and AI (Buea / Limbe)
- Access to public/private co-financing and shared laboratories (bio hacking labs, prototyping workshops).

### 4 - Strategic cooperation Cameroon/Africa with its scientific diaspora

The Cameroonian diaspora is full of elite researchers in key fields of the future (nuclear fusion, space, AI, personalized health). It constitutes a major diplomatic and technological lever.

Concrete proposals:

Launch of a Cameroon Diaspora Scientific Mobility Program, allowing expatriate researchers to come and teach, supervise or invest in national jets.

Bilateral agreement with our international partners and their universities for joint applied research projects in biotechnology, cyber security, regenerative medicine, and AI infrastructures.

- **Pharmaceutical Industry and Sovereignty**

**General objective:**

**Enable Cameroon to produce its own essential medicines, secure its supplies, protect its population against falsified products, and become a regional pharmaceutical player in Central Africa.**

### 5. Local production of essential medicines

Cameroon imports more than 85% of its medicines, which makes the country vulnerable to: rising international prices, stock shortages and geopolitical dependence.

Strategic proposal:

Develop a national list of priority essential medicines to be produced locally (antibiotics, antimalarials, antihypertensives, insulin, etc.).

Create a National Pharmaceutical Production Company, with mixed governance (State, private, diaspora).

Invest in 2 to 3 pilot GMP (Good Manufacturing Practice) manufacturing units in key logistics hubs (Douala, Ngaoundéré, Yaoundé).

Provide training and certification to Cameroonian industrial pharmacists, biologists, biochemists and chemical engineers.

The objective is to cover 60% of national needs for essential medicines by 2035.

### 6. Fight against counterfeit medicines

Cameroon is one of the countries most affected by the circulation of counterfeit, sometimes toxic, medicines in informal markets. It is clear that for a long time this has helped our fellow citizens meet their basic needs in light of the dire lack of employment and has also served several times to treat others.

However, this is not a problem that should be neglected because the uncontrolled circulation of pharmaceutical products exposes people to enormous risks such as contraband, the circulation of drugs or doping products, the mutation of germs due to lack of monitoring or abuse of antibiotics and many others.

Concrete action plan:

Creation of a National Pharmaceutical Control Laboratory or rehabilitation and boost of LANACOM already present, capable of analyzing the quality of circulating batches (with modern spectrometric equipment).

Digital traceability of medicines via secure barcodes or QR codes and a public register that can be consulted on mobile (interoperable with Camer Care or an additional application).

Strengthening the pharmaceutical police: special customs, gendarmerie and justice units, trained to detect and dismantle networks.

National awareness campaigns in schools, markets, places of worship to educate about the risks of unauthorized medicines.

Gradual ban on parallel markets and professionalization of pharmaceutical distribution.



### 7. Public-private partnerships for bioproduction

Tomorrow's therapeutic innovation will depend on our ability to locally produce vaccines, biomolecules, monoclonal antibodies and medicinal plant derivatives taken directly from our African pharmacopoeia.

Strategic axes:

- Launch calls for joint projects with the local and international private sector, in conjunction with ICRBT researchers (see section III.C.1).
- Support the emergence of a plant bio-production sector, based on local medicinal plants (Cameroonian pharmacopoeia).
- Create biopharma free zones, with targeted tax exemptions for investors wishing to establish factories in the territory.

Cameroon can become a therapeutic bioproduction hub for Central Africa, combining local biodiversity and cutting-edge pharmaceutical engineering.

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## 8- General Conclusion – Towards a Sovereign and Scientific Cameroon

This is Our Moment! Until now, what has been lacking is a clear vision, a clear course, and courage bold enough to transform the impossible into a project, the project into a work in progress, the work in progress into a lived reality. This decade 2025-2035 must be one of liberation through creation and collaboration with all our potential to build and forge a Cameroonian and African model that is dignified, just, and sovereign.

Here we have set out an integrated, lucid and ambitious vision:

- ®Rehabilitated scientific research, which dares to dream, experiment, patent, produce, and teach.
- ®A national, protective and exporting pharmaceutical industry, combined with ancestral knowledge and modern biotechnologies.
- ®A trained, connected, protected people, each member of which has a fundamental right to health and knowledge.
- ®A permanent dialogue with the diaspora, not as nostalgia, but as a living, structured force, integrated into the architecture of progress.



## CHAPTER 5: PUBLIC SERVICE, JUSTICE AND LAND

### A- Administration at the service of the People: REFORM OF THE CIVIL SERVICE AND JUSTICE.

For too long, we have lived with an administration that seems far removed from the realities on the ground, a slow and sometimes inaccessible justice system, and an opaque land system that fuels inequality. This chapter is our collective response to these frustrations. It embodies our desire to build a fairer, more transparent state that is closer to its citizens.

We want a modern civil service, based on performance, proximity, and ethics. Public employees will now be evaluated on their results, redeployed where needed, and encouraged to serve in the most remote areas through incentives.

The administration will no longer be a burden, but a lever for transformation. We also believe that justice must be a real right, not a privilege. This is why we have designed an ambitious reform of the judicial system: digitalization of procedures, free access to a lawyer for the most vulnerable, transformation of prisons into rehabilitation centers, and strengthening the independence of magistrates. Justice must once again become a pillar of trust and social cohesion.

Finally, we have decided to return the land to the people. Land must no longer be a field for land grabbing or speculation, but a tool for equitable development. The land reform we are proposing guarantees secure access to land for all, particularly women, youth, and rural communities. It is based on transparency, digitalization, and limiting abusive concentrations of land.

This reform is a cornerstone of our social project. It restores meaning to public action, restores fair access to rights, and lays the foundations for a state reconciled with its citizens. Together, we are building an administration that protects, a justice system that repairs, and a land system that liberates.

### a- Reorganize the civil service

- Modernization and optimization of the functioning of public administration, through the contractualization of executive agents on the basis of renewable performance contracts;
- Biometric identification, redeployment of staff and digitalization of public services to facilitate access;
- The adoption of positive discriminatory measures (social benefits) to encourage public officials to take up positions in the less developed areas of the country.

### b-Transform the ENAM and reform the judicial system

Reforming ENAM to make it a School of Excellence for a Digital, Ethical and Citizen Administration" an ambitious reform structured around three pillars: Excellence in public service, Digital Transformation of the administration, Ethics and sustainable citizenship. Admission will be transversal from the lawyers to the judiciary, the reorganization of the Lawyers to increase the number and quality of Lawyers; the university cycle will be done at ENAM

The abolition of the functions of Sub-Prefects and Governors; the prefects recycled at the ENAL (National School of Local Administration) of Buea, can become Territorial Coordinators, facilitating cooperation between municipalities, role of supervision of local elected officials Strengthen the independence of the judiciary by reforming the 1982 Law to remove the PRC and the GDS from the CSM and clarify the mechanisms for renewal of members Appointments to the CSM will be made under quota by the National Assembly, Supreme Court, the bar. Consolidating the independence of the judiciary from the executive and as a regulatory power of society; modernizing the judiciary to strengthen its efficiency and proximity to citizens; -Support the rights of litigants (court costs / access to lawyers) and the social reintegration of convicts (transformation of prisons into vocational skills acquisition centers)

-The reform of the current bar into 5 bars including 1 bar per macro-region to facilitate procedures and above all provide assistance to litigants and work for lawyers

-Decongestion of prisons and cells through better regulation of preventive detentions and improvement of prison conditions, redesigned spheres which will truly integrate productivity and preparation for social reintegration: this has as a consequence the design, construction and administration of new prisons



### c-Justification and Explanation

Axis 4 of the 2025–2032 Revolution Budget aims to make Cameroon’s justice system accessible, fast, fair, and modern. An effective justice system is a pillar of the rule of law, a guarantor of fundamental freedoms, a lever of trust in institutions, and a legal framework that reassures investors. Access to justice remains highly unequal in Cameroon, both territorially and socially.

The Cameroonian judicial system suffers from slowness, congestion, a lack of judicial personnel and poor digitalization of procedures.

This creates frustrations, perceived impunity, and a distance between the state and citizens.

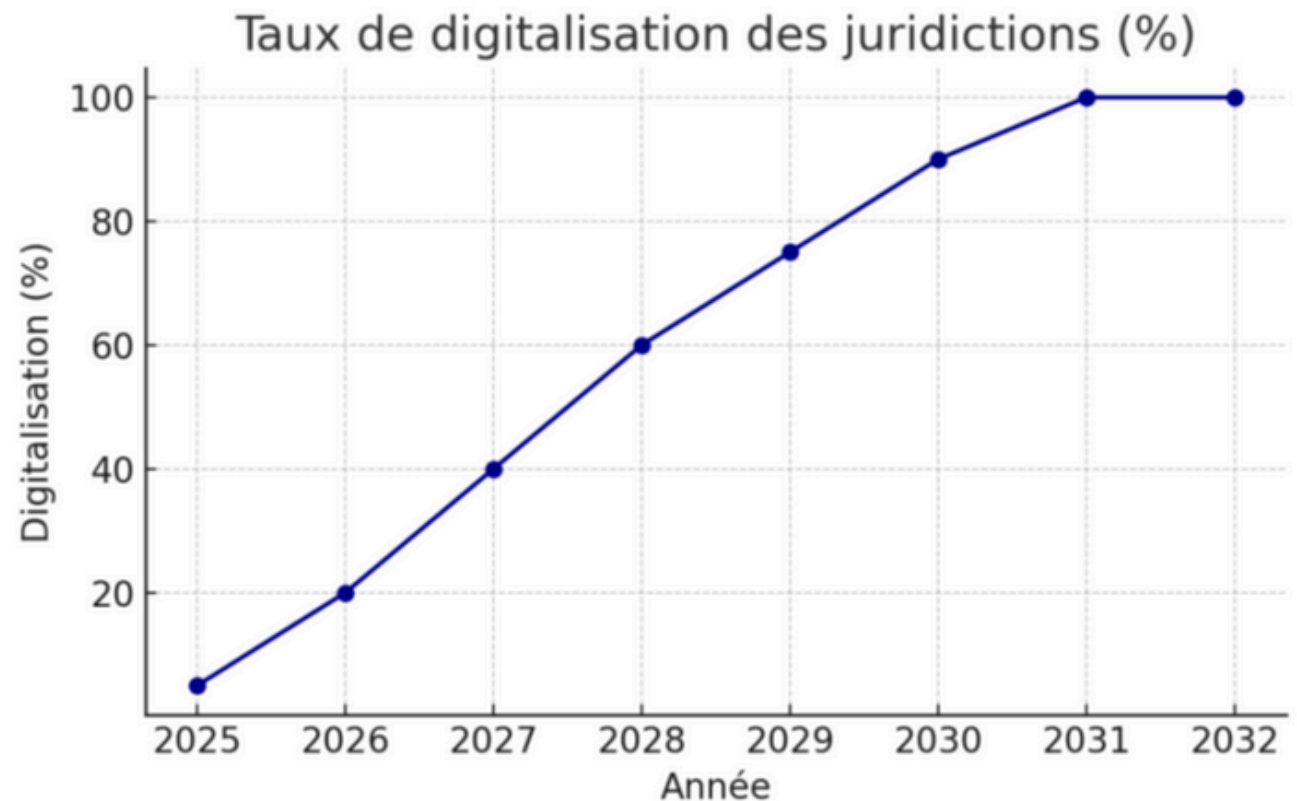
The project is part of the reform carried out by the Ministry of Justice and Legal Reform in the “Le Kontinent, Debout!” government. It aims for a structural transformation of the judicial system, focused on inclusion, digitalization and efficiency.

## d- Objective 2032 and Justification

- The objective of this axis is twofold:

- 1) Digitize 100% of legal procedures;
- 2) Reduce average case processing times by 50%.

In addition, every citizen in a precarious situation will have access to a public or court-appointed lawyer for civil, criminal, or family matters. The number of lawyers will be tripled to cover the needs of the five macro-regions.



These objectives reflect a desire for fair, swift, and accessible justice for all, in line with the values of the rule of law. They will also restore the confidence of citizens and businesses in judicial institutions and strengthen the country's attractiveness for investment.

### e- Difficulties, Risks and Challenges

Among the anticipated difficulties:

The lack of material and logistical resources to equip the courts;

Resistance to change within the legal professions and legal assistants;

Challenges related to cyber security of digital procedures;

The need for mass training of judicial personnel (magistrates, clerks, lawyers);

The lack of a culture of equitable access to justice in certain rural areas.

Another challenge is financing free legal aid for vulnerable citizens. Transparent, traceable, and well-targeted mechanisms will be needed to avoid abuse and overcharges.

### f-Sources and Data used

-Sources used include:

2023 Judicial Statistics from the Ministry of Justice;  
Reports of the High Council of the Judiciary;

Afro barometer surveys on the perception of justice in Cameroon;

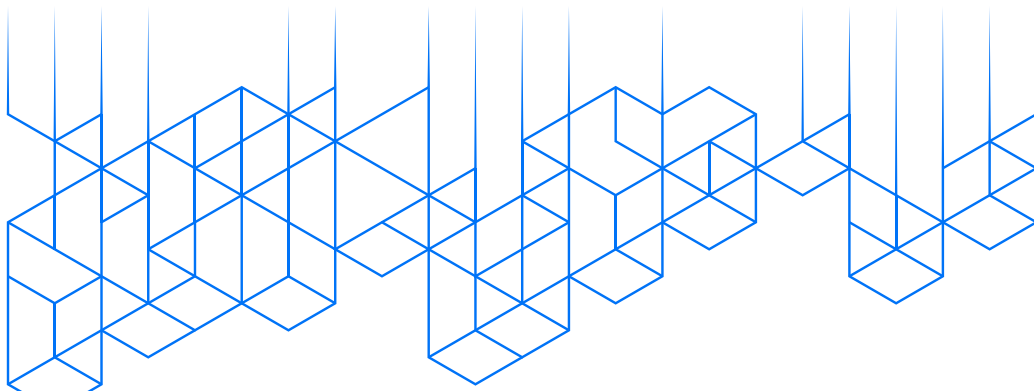
Data from the National Human Rights Commission;

Academic publications: “Justice and society in Cameroon” (Simo Kenmogne, 2020), “Judicial reforms in sub-Saharan Africa” (ADB, 2021);

World Bank studies on the digitalization of judicial systems;

MINFI 2025 budget and current allocation for the Justice sector.

This data is cross-referenced with the objectives set by the “Le Kontinent, Debout!” program in the portfolio of the Ministry of Justice and Law Reform.



### g-Hypotheses

The projection model is based on the following assumptions:

Significant increase in judicial staff by 2032: +500 court-appointed lawyers per year, +300 judges per year, +450 clerks per year.

Salary budget for the increase in judicial personnel: 145 billion FCFA (Average annual cost: 21 billion FCFA);

Average cost of digitalization per jurisdiction: 250 million FCFA;

Number of jurisdictions to be equipped: 200;

Average cost of legal assistance per case: 50,000 FCFA;

Estimated number of beneficiaries: 500,000 cases/year in 2032;

Projected administrative productivity gain: +50% from the third year;

Reduction of the average duration of procedures from 24 months to 12 months.

Funding is based on a share of the savings generated by the rationalization of central institutions (Axis 1) and on a fund for equitable access to justice.

### h-Simulation model 2025 - 2032

The model provides for a gradual increase in load:  
2025-2026: development of legal bases, audit of jurisdictions, selection of technical service providers;

2027-2028: digitalization of procedures in 100 pilot jurisdictions and recruitment of additional justice staff;

2029-2030: national extension of the program, continuing training and deployment of free legal aid in the 5 macro-regions;

2031-2032: generalization, interconnection of courts, creation of an online justice portal, impact assessment.

The digital platform will enable case tracking, decision consultation, registry management, and remote filing. It will help improve transparency, reduce corruption, and speed up procedures.

### i-Expected results

By 2032, the following results are expected:

1. 100% of jurisdictions digitalized and interconnected;
2. Average case processing times reduced by half;
- 3,200 additional judges;
- 4,400 additional clerks
- 5,600 court-appointed lawyers;
- 6,500,000 cases/judgments/year assisted free of charge;
7. National online justice portal operational;
8. Citizen and business satisfaction up by +40%;
9. Significant reduction in the number of pending cases.

These results will strengthen the rule of law, equality before the law, and public confidence in the judicial system.

### j- Conclusion and Perspectives

Access to justice reform is a cornerstone of the ongoing institutional revolution. It commits the state to protecting its citizens and guaranteeing them fair, accessible, and modern remedies.

The challenge of digitizing the judicial system, combined with legal assistance for the most disadvantaged, will help reconcile Cameroonians with their justice system. This is a fundamental right and a strategic investment for stability, social peace, the attractiveness of capital, and competitiveness.

Key 4 must therefore be consolidated by a framework law on fair justice, and be accompanied by an annual, independent and transparent evaluation system.

### **B- Prosperity for all Cameroonians: LAND EQUITY, ECONOMIC MODEL AND WEALTH PRODUCTION.**

Promoting equitable access to land (abolition of MINCAF, restitution of management to communities, limitation to 2ha per individual, compulsory investment for properties of +2ha) ·The deployment of a land policy which ensures equitable and secure access to land, for all sections of the population;

- The protection of community territories, biodiversity and the strengthening of control measures for the allocation of concessions in the State domain;
- Optimization of procedures for allocating and controlling land provision facilities for agro-industrial projects;
- The modernization of the land registry through digitalization guaranteeing the transparency of procedures and the reduction of time taken to issue property titles.

### **1-Framework of the reform**

Axis 7 of the 2025-2032 Revolution Budget is dedicated to establishing land justice in Cameroon. Equitable access to land is a matter of sovereignty, social justice, rural development, and the easing of community tensions. In 2025, the Cameroonian land system is characterized by:

- A high concentration of land in the hands of a few elites or multinationals;
- Legal uncertainty regarding land titles;
- The complexity and cost of registration procedures;
- The land marginalization of women, youth and indigenous peoples.

This project aims to put an end to land grabbing and establish transparent, equitable and digital land governance. It will be jointly led by the Cameroonian Ministry of the Interior and Identity and the Ministry of Agriculture and Food Security.

### 2-Introduction of the reform

The land issue affects economic development, social cohesion, human rights and food security. The proposed reform is based on four pillars:

- 1) A strict limitation of land ownership to 2 hectares per citizen;
- 2) The creation of an interconnected and public national digital cadastre;
- 3) Securing existing land titles (digitization, reliability, audit);
- 4) Opening up access to land to all marginalized groups (women, young people, indigenous people, breeders).

This reform is essential to support policies of food self-sufficiency, youth empowerment, and to prevent recurring community conflicts related to land.

### 3-Current situation in 2025

In 2025, Cameroon will have approximately 350,000 official land titles for a population of over 28 million. This means that less than 2% of citizens have a secure title. Furthermore, the procedures for obtaining them are long, complex, and costly: on average, it takes two years and 300,000 CFA francs to register a plot.

Rural land is largely dominated by long-term concessions awarded to elites or agribusinesses. In many areas, citizens occupy land without legal status, creating insecurity, hampering investment, and fostering social injustice.

Women hold only 10% of land, often through indirect inheritance, and indigenous peoples (Pygmies, Bororo) are still excluded from official mechanisms. Finally, there is no reliable national land registry or centralized digital database.

## 4-Objective 2032 and Justification

The objective is to guarantee land justice for all by 2032, through:

The limitation to a maximum of 2 hectares per citizen, excluding collective or productive statuses;

The digitization of 100% of land titles and the creation of a national digital cadastre;

Simplified registration of 5 million plots belonging to rural populations, young people and women;

The prohibition of any non-productive speculative land concentration.

This reform aims to reduce inequalities, stimulate rural investment, protect customary lands, and restore trust between citizens, administrations, and economic operators. It lays the foundations for equitable and sustainable development.

## 5-Difficulties, Risks and Challenges

The main challenges anticipated are:

Resistance from groups already holding large land titles (>10 ha);

The cost of setting up the digital cadastre (infrastructure, satellites, personnel);

Customary conflicts and overlapping land rights between farmers, herders and foresters;

Lack of awareness of land laws among citizens, especially in rural areas;

The lack of specialist surveyors and lawyers.

The success of this reform requires a renewed legal framework, mass social education, and absolute administrative neutrality in the management of land files.

### 6-Sources and data used

The following sources were analyzed:

Data from MINCAF and MINDCAF (land titles by region, 2023);

FAO and World Bank studies on land reform in Cameroon;

Agricultural land census (INS, 2022);

Reports: “Access to land and rural poverty” (University of Dschang), “Women and land” (UN-Women, 2021);

Afrobarometer and Afrobarometer-Cameroon surveys on the perception of land justice;

GIS maps available on the MINEPAT and MINDCAF platforms.

These sources make it possible to establish land ownership profiles and estimate the impact of more equitable redistribution.

### 7-Hypotheses

We established the following hypotheses:

Maximum limit: 2 ha per individual citizen (excluding productive agricultural entity);

Total number of beneficiaries targeted: 5 million citizens with rights in 2032;

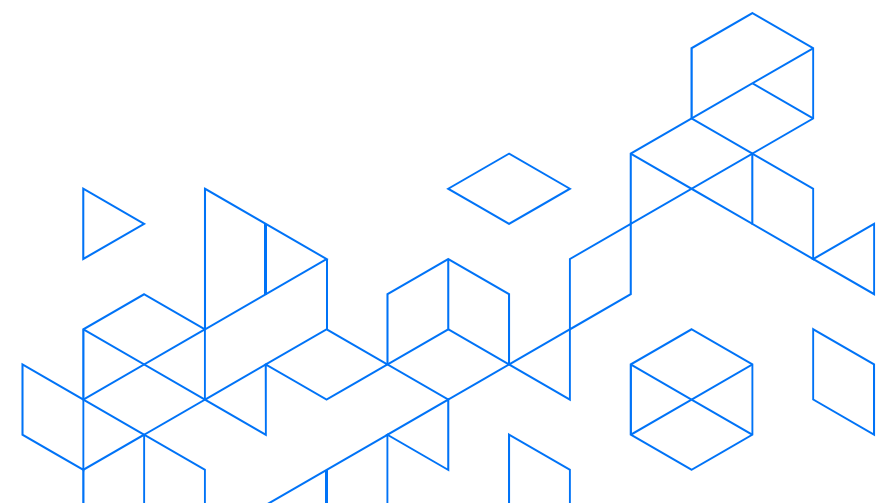
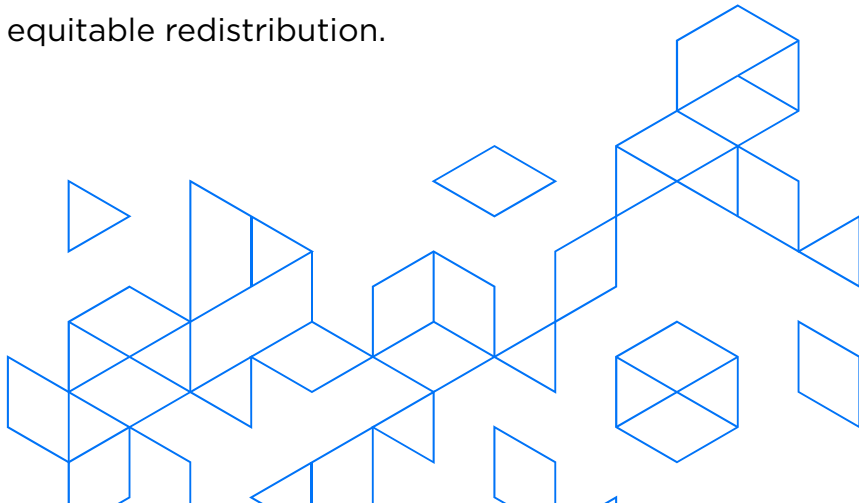
Average cost of simplified registration: 100,000 FCFA;

Estimated total cost: 500 billion FCFA (spread over 7 years);

Number of surveyors to be trained: 2,000 additional;

Cost of the digital cadastre: 150 billion FCFA (platforms, software, satellites, security).

The expected savings relate to the reduction of land conflicts (estimated at 2% of GDP), the securing of agricultural investments, and the mobilization of new land taxes.



## 8-Simulation model 2025-2032

The deployment follows 3 main stages:

- 2025-2026: legislative reform, launch of the digital cadastre, awareness campaigns;
- 2027-2029: mass registration (targeting women, young people, rural populations), recruitment and training of surveyors and land agents;
- 2030-2032: full data integration, anti-corruption controls, interoperability between land registry, tax and banking systems.

The trajectory is increasing: slow start (legal, technical), rapid ramp-up in the middle, stabilization with quality control and free access to data for citizens.

## 9-Expected results

- In 2032: 5 million citizens will have secure land titles (compared to 350,000 in 2025);
- Land concentration beyond 2 ha will be prohibited (except in productive cases);
- 100% of titles will be accessible via an online platform;
- The rate of female land ownership will increase from 10 to 45%;
- Land conflicts will be reduced by 70%;
- New property taxes will bring in 50 billion FCFA/year.

This land justice will help to unleash rural potential, secure investments, and reconcile the State and citizens in their connection to the land.



### 10-Conclusion and Perspectives

The land reform proposed in this area is at once social, economic, environmental and ethical. It aims to ensure that every Cameroonian, rich or poor, man or woman, has an equal right to land and its legal protection.

It helps combat informality, the ineffectiveness of agricultural policies, legal insecurity, and historical injustices. It places land at the service of the people, not private powers.

Ultimately, the digital cadastre, equitable access to land, and the limitation of concentrations will pave the way for a productive, inclusive and sustainable agricultural model.



# CHAPTER 6: ENERGY, INFRASTRUCTURE AND INDUSTRY

## **A- The end of power cuts and potholes: ENERGY AND INFRASTRUCTURAL POLICY.**

We are aware that without energy, there is no industry, no development, no dignity. Too many of our villages remain plunged into darkness, too many of our businesses struggle to produce, too many of our resources are exploited without real benefit for our people. This proposal is our response to this urgent need: to make energy a driver of national transformation, serving all Cameroonians. We have chosen to build a decentralized, sovereign, and sustainable energy model that enhances our local resources, reduces our dependence on imports, and creates thousands of jobs. From micro-dams to strategic refineries, from autonomous networks to digital platforms, we want each region to become an actor of its own power. But energy is not enough. It must be accompanied by an ambitious industrial policy that transforms our raw materials locally, supports our SMEs, protects our strategic sectors, and fosters the emergence of national champions.

We believe in a Cameroon that produces, innovates, and exports with pride. Our proposal is also a call to rethink our agriculture, so that it becomes the heart of our food sovereignty. We want to feed our people with our own resources, create agro-industrial hubs in each department, and make Cameroon the breadbasket of Africa.

The challenges are immense: financing, coordination, attractiveness of professions, transformation of mentalities.



But we have a clear vision, measurable goals, and a collective will. Energy, industry, and agriculture are no longer isolated sectors: together, they form the backbone of our shared prosperity.

We believe in a productive, powerful, and united Cameroon. A Cameroon that enlightens, transforms, nourishes, and inspires.

The implementation of an energy model which aims to achieve in the medium term a mix consisting of 40% fossil fuels, 30% electrical energy, 20% biomass and 10% other renewable energies;

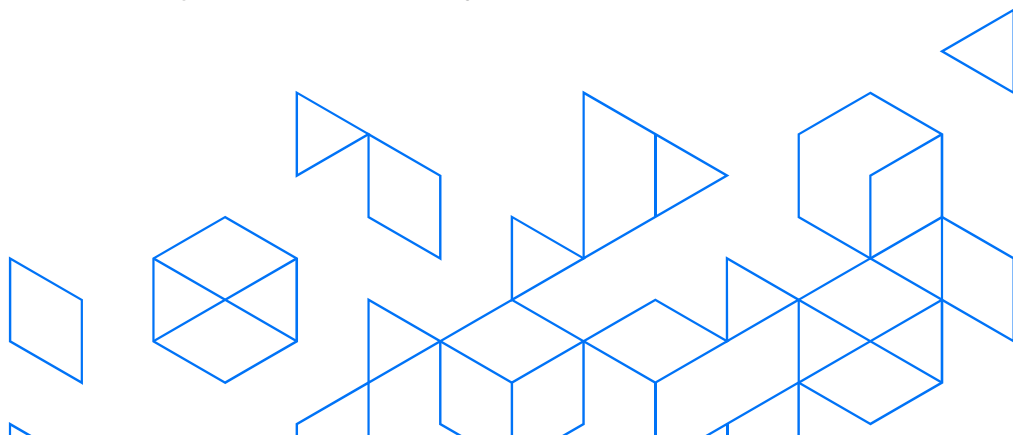
Liberalize and decentralize the production and distribution of energy (reorganization of the national network + creation of local autonomous networks) The development of national production infrastructures in each oil basin, to preserve the sovereignty of the State in the exploitation of its oil and gas resources;

The construction of new oil refineries in Kribi (Kribi-Campo basin) and Garoua to exploit the onshore reserves in the northern part of the country;

The multiplication of micro-hydroelectric dams along the main rivers of Cameroon (Sanaga, Nyong, Bénoué, Noun, Mounjo, Lokoundje, Chari, Metche, Djérem, etc.), under the control of the regions to meet local energy demands;

### 1-Framework of the reform

Energy autonomy is a strategic priority of the "Le Kontinent, Debout!" transformation project. It responds to the need to guarantee equitable, reliable, and sustainable access to electricity, the driving force of all economic, social, and industrial development. Cameroon has significant potential in hydroelectric, solar, and biomass resources, but their development remains limited. In a context where the installed energy capacity will reach only 1,850 MW in 2025, barely meeting the growing needs of the population and businesses, the challenge is to achieve sufficient production, distributed equitably between regions, while modernizing existing infrastructure.



Axis 6 aims to increase the country's installed capacity to 6,500 MW by 2032 by strengthening the resilience of the electricity grid, integrating renewable energy, and digitizing monitoring systems. This project is part of a vision of energy sovereignty, territorial equity, and green transition. It proposes a profound reform of energy governance, massive development of renewable energy, and regional autonomy in energy planning and production.

The program is led by the Ministry of Energy and Strategic Resources, with a Secretary of State in charge of the Energy Transition.



## 2- Introduction of the reform: DECENTRALIZED ENERGY AUTONOMY

Cameroon is currently facing a dual energy emergency: insufficient installed capacity to meet growing demand, and poor coverage in rural areas, particularly in the North, East, and forest regions. The architecture of the electricity grid remains unevenly developed, with interconnected areas (South, Coastal) and others isolated (Far North, Adamawa). In addition, persistent dependence on hydroelectricity makes the country vulnerable to climate variations. Energy planning will be regionalized: each macro-region will define its needs, energy mix, and schedule. This strategy will make it possible to adapt solutions to geographical realities (solar in the Sahel, hydroelectric in the Mountains, biomass in the Forests, hydroelectric in the Coasts, etc.).

The issue is also environmental: this transition will allow a reduction in emissions, better resilience to climate shocks, and an improvement in the quality of life.

### 3-Presentation of the existing situation in 2025

Cameroon in 2025 is at a crossroads in terms of energy. With an installed capacity of approximately 1,850 megawatts (MW), primarily hydroelectric, the country still fails to fully meet national demand. This capacity—despite its value—remains underutilized and poorly distributed across the country, leaving vast areas in the shadows, both literally and economically. On average, 71% of the Cameroonian population has access to electricity. But this average hides deep inequalities: 88% of urban dwellers benefit from a grid connection, while in rural areas, only 28% of citizens have reliable access to energy. This energy divide reproduces, or even exacerbates, social and economic inequalities between territories. The electricity grid, meanwhile, is showing signs of running out of steam. Technical losses exceed 30%, due to dilapidated infrastructure and lack of maintenance. Untimely power outages, prolonged load shedding and the lack of real-time monitoring mechanisms limit the competitiveness of our businesses and undermine the daily lives of households.

Added to this is a persistent dependence on refined petroleum products. Cameroon continues to import massive amounts of diesel, gasoline, and kerosene, with a bill that exceeds 800 billion CFA francs each year. And this is despite the fact that SONARA, our main refinery, is only operating at a small fraction of its capacity.

Yet opportunities abound: abundant sunshine, powerful waterfalls, available biomass, and exploitable winds in several regions. Our energy potential is immense, but still undervalued. The reasons are well known: a lack of structured investment, excessive centralization of decision-making, regulatory frameworks that offer few incentives, and a private sector that is often kept at arm's length.

In short, the current energy situation is both an emergency and an opportunity. The country has the resources, the talent, and the partners to reverse the trend. What's needed is an ambitious vision, a clear direction, and a collective effort equal to the challenge.

### 4-Objective in 2032 and Justification

The ambition of Axis 8 is clear: to offer Cameroon fully assumed energy sovereignty, based on a modern, reliable, sustainable system that is equitably distributed across its territories. By 2032, it will no longer be a matter of simply producing more energy, but of guaranteeing each citizen, each school, each hospital, each business, stable and universal access to electricity, a sine qua non condition for inclusive economic development. This transformation is based on quantified and structuring objectives, adapted to the country's economic realities, its industrial ambitions and the need for balanced regional development. The priority targets are as follows:

- Increase installed energy capacity to 6,500 MW (+30% compared to the SND30 objectives), compared to 1,850 MW in 2025, an increase of +150% in just 7 years

- Deploy 2,780 kilometers of power lines, covering transmission, distribution and interconnection lines in isolated areas;
- Halve imports of fuels and refined products, by relaunching national refining capacity and stimulating local self-production;
- Increase the share of renewable energy to 80% of the energy mix, by capitalizing on hydroelectricity and accelerating the integration of solar, biomass and mini-dams;
- Decentralize energy planning, by giving the 5 macro-regions the responsibility of managing, according to their resources, needs and opportunities, the production and management of their energy;
- Digitize all public energy infrastructure, from power plants to meters, to improve the transparency, efficiency and fairness of the service.

### 5-Difficulties, Risks and Challenges

The implementation of Axis 6 faces several challenges:

- The mobilization of internal and external resources within a constrained budgetary framework;
- Logistical and security obstacles in certain areas make the construction of infrastructure more complex;
- The complexity of public-private partnerships in the strategic energy sector;
- Conflicts over use and land for energy rights-of-way;
- The lack of local expertise on certain green technologies;
- The slowness of reforms on energy governance (regulation, tariffs, independent production).

The social acceptability of projects, local energy governance, and coordination between local authorities and the central government will be crucial to avoiding delays and ensuring the program's equitable territorial impact. The sector will also need to guard against the risks of overcapacity, delays in major projects, and the failure of public or private operators.

### 6-Sources and Data Used

The sources mobilized include:

- Data from MINEE, SONATREL, ENEO, SCDP (2022–2025);
- The 2025 economic and budgetary programming documents;
- Reports from the World Bank (Nachtigal), BEAC, AFD;
- ECOWAS Renewable Energy Centre (CERECC) database;
- Publications: “Energy Panorama of Central Africa” (BEAC 2022), “Energy Transition in Cameroon” (University of Ngaoundéré, 2021)

### 7-Hypotheses

The following assumptions were applied:

- Installed capacity in 2025: 1,850 MW;
- 2032 target: 6,500 MW;
- Additional capacity to be built: 4,648 MW;
- Average cost per MW: 1 billion FCFA;
- Network to be built: 2,780 km;
- Cost per km of line: 900 million FCFA;
- Digitalization (infrastructure, tools, maintenance): 350 billion FCFA;
- Total budget: 7,500 billion FCFA;
- Investment deployment profile: 5% (2025), 10% (2026), 12% (2027), 18% (2028), 20% (2029), 15% (2030), 12% (2031), 8% (2032).

### 8- Simulation model 2025-2032

The applied model is based on a progressive and realistic investment trajectory, taking into account the country's absorption capacity. Investments are spread over 7 years with a ramp-up profile. Costs are broken down between production (4,647.5 billion FCFA), network (2,502.5 billion FCFA) and digitalization (350 billion FCFA).

Each year, the model allocates a percentage of investment according to the planned schedule. The results are consolidated in terms of MW added, kilometers of network built, and digitization indicators. The model takes into account feedback from the Nachtigal, Lom Pangar, and rural mini-grid projects supported by the EU and the World Bank.



The deployment follows a regional trajectory:

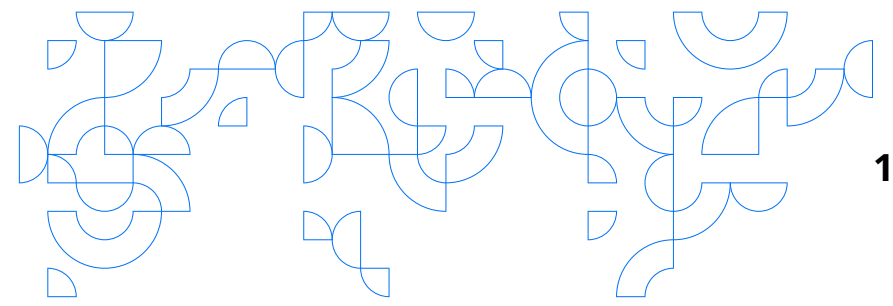
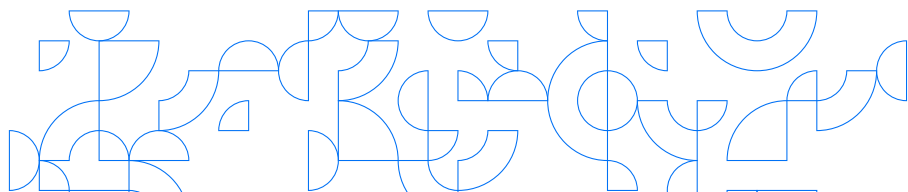
- 2025-2026: network audit, prioritization of strategic sites, regional planning;
- 2027-2029: construction of large dams (Coast), launch of Mini solar power plants (Sahel, Plateaux), biomass projects (Mountains, Forests) and rehabilitation of rural networks;
- 2030-2032: full operationalization of production units, regional interconnection, and launch of the energy market. The projected curves are logistical: slow growth initially (studies), then acceleration of commissioning, and stabilization at the end of the period.

### 9-Expected results

- National installed capacity increased to 6,500 MW in 2032;
- 4,648 MW of additional installed power;
- 2,780 km of lines built or modernized;

- Digitalized system for supervision, maintenance and consumption;
- Reduction of network losses to a maximum of 15%;
- Rural electrification rate exceeding 85%;
- 50% reduction in energy imports;
- Reduction of imports: 400 billion FCFA/year (eventually);
- Exports valued at 600 billion FCFA/year by 2032;
- More than 25,000 jobs created in the energy and networks sector;
- Public debt ratio controlled thanks to an innovative financing mechanism (leasing, guarantees, carbon market).

Targeted investments generate a multiplier effect on industry, SMEs, employment and the reduction of energy inequalities. They will have a significant impact on Cameroon's attractiveness for national and foreign investors.



## 10-Conclusion and Perspectives

Axis 6 constitutes a backbone for Cameroon's structural transformation. The ambition to achieve 6,500 MW of installed power and a modern, connected, and digitalized grid lays the foundations for a competitive, sustainable, and equitable economy. The expected results go beyond simple access to electricity: they will enable industrial takeoff in the regions, the reduction of energy poverty, and greater territorial inclusion. To ensure sustainability, public-private partnerships, technological innovation, and independent monitoring will be strengthened.

In the long term, this axis paves the way for a true regional energy diplomacy and the emergence of an integrated national electricity market. It will make it possible to combine sovereignty, ecological transition, regional development and economic efficiency. Energy becomes a lever for emancipation, a factor of social peace, and a driver of industrial transformation.

The success of this energy revolution will depend on rigorous implementation, transparent partnerships, and popular support for the decentralization model. Cameroon will become a net exporter of green energy in Central Africa and a model of controlled transition.

These elements define our strategic direction. Let's now see how they translate into our concrete actions.

### A-Decentralization, Adaptability and Ecosystem

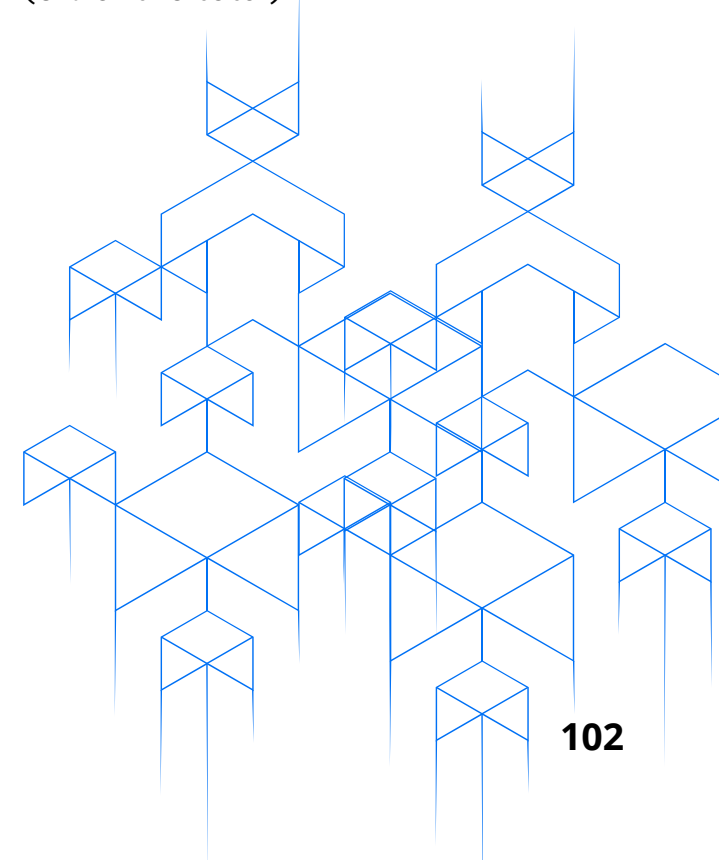
#### 7-step action plan (2025-2032)

#### Stage 1: Regional Audit & Planning (2025-2026)

1. Key actions:
2. Mapping of water resources by region.

Région	Fleuves principaux	Potentiel hydroélectrique estimé (MW)
Centre	Sanaga, Nyong	1 600 MW
Nord	Bénoué, Chari, Djérem	1 550 MW
Ouest	Noun, Metche	500 MW
Littoral	Moungo, Lokoundje	600 MW
Extrême-Nord	Chari	500 MW
Est	Djérem	450 MW
Sud	Lokoundje, Nyong	650 MW

Assessment of local energy needs.  
 Identification of priority sites (Sanaga, Nyong, Bénoué, etc.).  
 Geographical specificities:  
 North: solar + biomass.  
 Coastline & Mountains: hydroelectricity.  
 Forests: biomass + micro-dams.  
 Estimated budget: 375 billion FCFA (5% of the total).



### Stage 2: Launch of pilot projects (2026–2027)

a) Key actions:

Construction of 5 pilot micro-dams.

Installation of solar power plants in the Sahel.

Start of the digitalization of networks.

b) Objective: To test technical and social models.

c) Estimated budget: 750 billion FCFA.

### Stage 3: Construction of major infrastructure (2027–2029)

Key actions:

Regional dams (Kribi, Garoua).

Refineries in Kribi and Garoua.

Deployment of 1,500 km of power lines.

Estimated budget: 2,700 billion FCFA.

### Step 4: Deployment of regional power plants (2028–2029)

Key actions:

Mini hydroelectric power plants in mountainous areas.

Hydroelectric power plant model suitable for Cameroon Recommended type: Low head power plant with Kaplan turbine Suitable for rivers such as: Sanaga, Nyong, Bénoué, Moungo.

Features :

Drop height: <30 m.

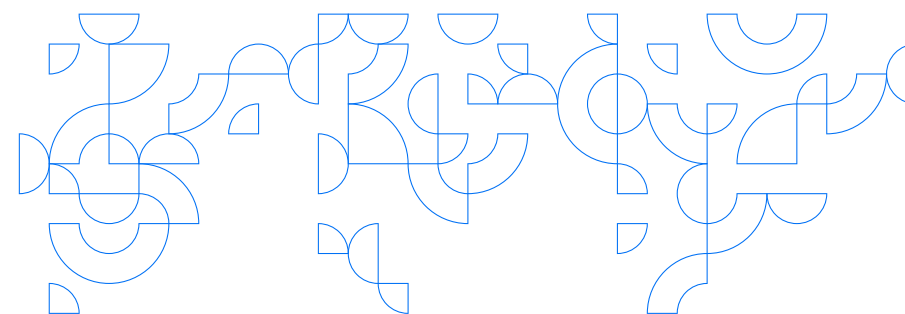
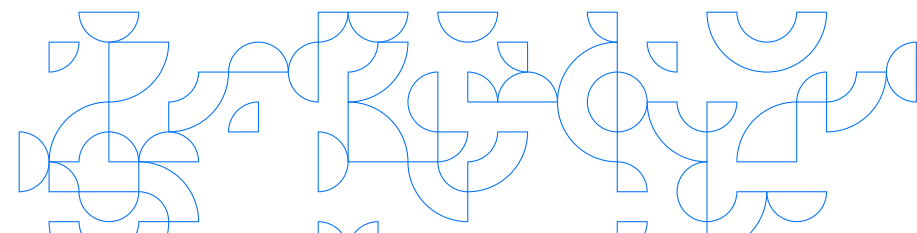
Flow rate: high and constant.

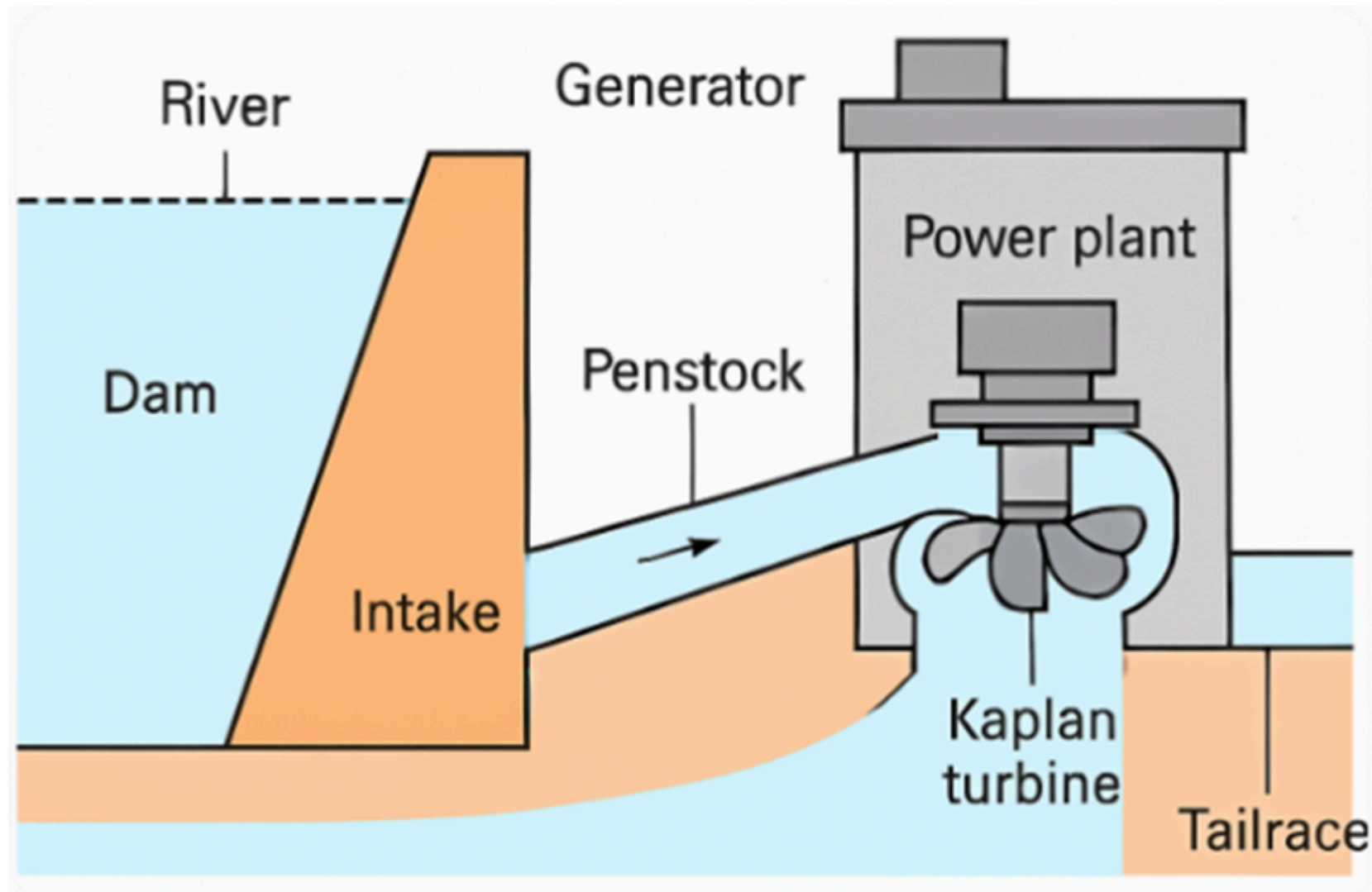
Unit power: 5–30 MW.

Average cost: 1 billion FCFA/MW.

Construction time: 18–24 months.

Maintenance: low, proven technology.

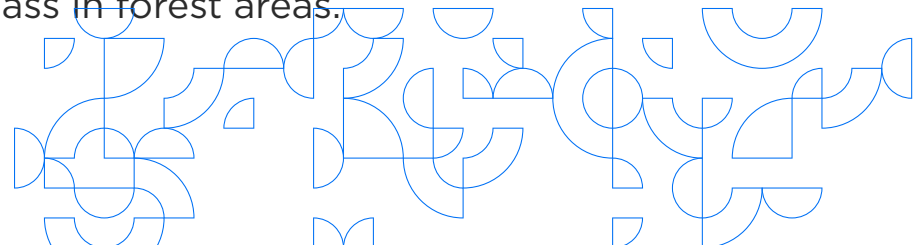




This type of plant is ideal for rivers with high flow and low elevation, such as the Sanaga, the Nyong or the Mounjo Biomass in forest areas.

Interconnection of isolated areas.

Estimated budget: 1,500 billion FCFA.



### **Step 5: Complete digitalization & supervision (2030)**

Key actions:

Installation of smart meters.

Regional energy management platforms.

Estimated budget: 1,125 billion FCFA.

### **Step 6: Commissioning & Training (2031)**

Key actions:

Commissioning of the units.

Training of local technicians.

Creation of a regional energy market.

Estimated budget: 900 billion FCFA.

### **Step 7: Evaluation & Export (2032)**

Key actions:

Performance evaluation.

Export to neighboring countries.

Strengthening energy diplomacy.

Estimated budget: 600 billion FCFA.



Type d'obstacle	Nature du risque	Mesures d'atténuation proposées
Technique	Infrastructures vétustes, pertes réseau, manque de technologies locales	- Modernisation progressive
		- Partenariats technologiques
		- Formation locale
Financier	Budget élevé, dépendance aux bailleurs, faible rentabilité à court terme	- Financement mixte (PPP, leasing)
		- Étapes de déploiement modulées
		- Fonds verts & carbone
Géopolitique/Sécurité	Instabilité régionale, conflits fonciers, coordination difficile	- Cartographie des zones sensibles
		- Dialogue communautaire
		- Sécurisation des sites stratégiques
Réglementaire	Lenteur des réformes, centralisation excessive, faible attractivité du privé	- Réformes accélérées
		- Décentralisation effective
		- Incitations fiscales pour les investisseurs
Social	Acceptabilité locale, inégalités territoriales, manque de sensibilisation	- Campagnes d'information
		- Inclusion des communautés
		- Équité dans la répartition des projets
Environnemental	Risques écologiques, impact climatique, déforestation	- Études d'impact environnemental
		- Technologies vertes
		- Reboisement et gestion durable

The distribution diagram provided above is a simplified academic diagram that can be commonly found on the web and which presents in a summary way the operation of a KAPLAN turbine.

Below are some examples of reliable technical sources presenting real plans and diagrams of low-head hydroelectric power plants with Kaplan turbines, adapted to the Cameroonian context.

### 1. Turbiwatt – Low-head micro-power plants

Turbiwatt – Low-head micropower plants

Turbine type: Compact Kaplan (Lynx, Leopard, Lion)

Fall height: 1.2 m to 8 m

Flow rate: 50 l/s to 1,400 l/s

Power: 600 W to 60 kW

Installation: horizontal, vertical or inclined, in series or parallel

Applications: mills, canals, rivers, isolated rural areas

Technical document: Turbiwatt Hydro21 presentation

### 2. Voith Hydro – Kaplan turbines for large projects

Specialty: custom-made turbines for low heads (<50 m) and high flow rates

Examples of projects: Estreito (Brazil), Aswan II (Egypt), Peixe Angical (Brazil)

Capacity: up to 183 MW per turbine

Technology: automation, digitalization, optimized maintenance

Technical document: Voith Kaplan Turbines Brochure

### 3. GE Vernova – Eco-friendly Kaplan Turbines

Configuration: vertical, with large diameters (>10 m)

Innovation: “fish-friendly” turbines, oil-free (water hubs)

Objective: reduce the ecological impact on rivers

Applications: large dams, environmentally sensitive projects

Document technique : Kaplan Turbine GE Vernova

### Building an oil and mining industry that delivers prosperity for all

- Updating and publishing the geological and mining map of Cameroon;
  - Harmonization of the mining exploration strategy at the national level, and delegation of supervision of operations to the regions;
  - Optimizing the distribution/allocation of tax resources generated by oil and mining activities, in an approach to sharing prosperity.
- The development of strict local content policies in the extractive industries (oil, gas and mining), to promote the transfer of technologies and best practices to Cameroonian subcontractors;
- Promote renewable energies such as solar, wind and geothermal energy
  - Intensifying public investment in the development of renewable energies, mainly solar and geothermal;

### 4-Railway, Road and River Development

- Consolidate the road and railway network (production areas and departmental capitals)
- The construction of highways linking the different regional capitals to each other, to increase and secure the flow of goods and people;
- The extension of the Douala - Yaoundé - Ngaoundéré railway line to Maroua, as well as the construction of a Bamenda - Batouri line (via Kumba, Kribi, Sangmélima, Yokadouma, etc.) to link the country from East to West;
- The creation of sustainable cities offering harmonious urban development, by taking into account social, economic and environmental issues in the development of housing and other community living infrastructure
- Integrate complementary infrastructures (signaling, road safety, etc.)

Connecting economic hubs to production areas (agriculture, mines, etc.)

Develop a national river transport network

Create a public-private joint venture to modernize the industrial tool of the Chantier Naval et Industriel du Cameroun (CNIC) and transfer skills

### **A- Our raw materials, our power: INDUSTRIAL DEVELOPMENT POLICY.**

#### **a) Develop the economic thinking of the State**

· The presentation of the State's economic thinking focused on inclusive growth and the equitable distribution of the fruits of growth;

· Intensification of industrialization, research and innovation in the three strategic and priority sectors: agriculture, livestock and mining.

· Priority support for SMEs and the rural economy, as well as the supervision and standardization of the informal economy;

· Local development model focused on 5 key sectors (max) per department: 3 agro-pastoral sectors, 2 energy-mining sectors

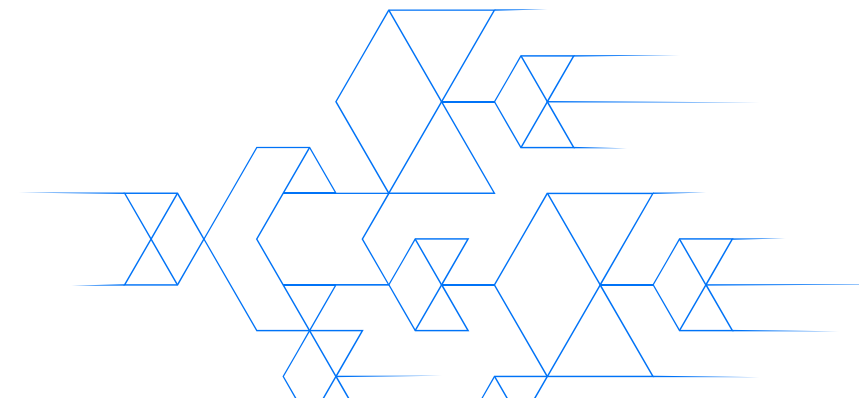
a. Preserve agricultural, forestry and mining resources (prohibit export before initial processing)

· The creation of at least one agricultural growth pole (agropole) in each department of the country, based on public sector - business - local community partnerships, to consolidate our food self-sufficiency;

· The selection of local sectors based on the nature of the soils and the type of climate;

· The creation of a national export promotion agency, responsible for supporting Cameroonian producers on regional and international markets;

The deployment of an environmental protection policy which ensures rational exploitation of land and the preservation of species diversity.



a. Build a competitive national industry and support the emergence of national champions (increase in import taxes)

The development of an industrial policy with local impact, which is aligned with the agricultural, fishing and mining sectors deployed at regional level;

Denunciation and renegotiation of EPA agreements, reassessing AfCFTA

The relaxation of taxation (customs duties, withholding taxes, corporate taxes) for local industries operating in priority industrial sectors, in particular food, energy, construction materials and digital technology;

Increasing taxes at the door and defining import quotas in strategic sectors (sectors clearly identified by the shared prosperity approach)

Support for the emergence of national champions, through the establishment of a strategic guarantee fund to support Cameroonian companies operating in priority sectors of the economy;

The adoption of a minimum quota of shares held by nationals (through public companies, private technical partners or stock market stakes) in the subsidiaries of multinational companies which set up in Cameroon;

The prioritization of Cameroonian capital in the context of privatizations of public or parapublic companies.

Nationalization of strategic sectors

Developing the Cameroon country brand

The development of a country brand (Nation Branding) around the theme: “The New Land of Sharing”, to promote tourism and increase foreign direct investment;

Promoting MADE IN 237

Make Cameroon an investment destination through FDI incentives (reduced taxation over a certain number of years in relation to direct and stable jobs created)

The deployment of a national investment policy focused primarily on accelerating industrialization and the local transformation of natural resources;

Support private initiative and the equitable redistribution of national wealth

The design of a new tax architecture oriented towards social solidarity, which will benefit companies reinvesting a significant portion of their profits in the national territory, and particularly in rural areas;

Optimizing the State's regulatory mission, with the aim of creating the conditions necessary for growth while ensuring the controlled and sustainable exploitation of resources.

For any foreign company, the obligation to have a national in the company's capital with at least 20% of the shares in priority sectors (manufacturing, mining, agriculture), this obligation effectively cancels the practice of exemption approval, as long as the minimum participation of nationals is respected;

Redefine the status of the worker and raise the minimum wage

The review of the status of salaried staff and the adoption of measures to facilitate their access to the company's share capital;

a. Position Cameroon as the African leader in food processing (agricultural growth poles in each department)

2 billion people to feed in 2050, 600 million (ECCAS + Nigeria). Cameroon, Africa's breadbasket!

### 1-Project Framework

The 2025-2032 Revolution Budget Axis aims to achieve complete food sovereignty in Cameroon. In a context of growing international vulnerabilities (imported inflation, climate change, market instability), ensuring sufficient, varied, and accessible local production is a strategic imperative.

In 2025, the country will remain dependent on food imports amounting to 1,200 billion FCFA/year (rice, wheat, corn, fish, oils, etc.). Agricultural sectors are fragmented, poorly mechanized, underfunded, and marked by low levels of local processing. Rural areas suffer from poverty, youth exodus, and limited access to credit, training, or logistics.

Food sovereignty is becoming a national priority. It combines land reform, youth rural employment, industrial transformation, and regional planning.

### 2-Introduction of the axis

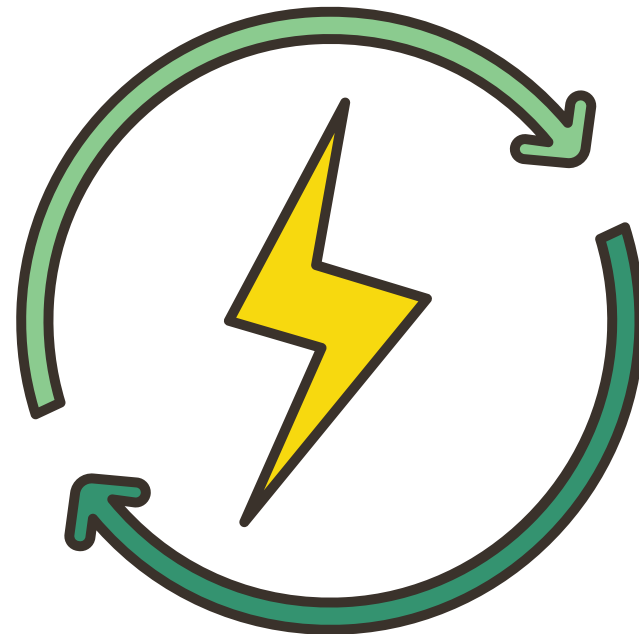
The project is based on 4 pillars:

- Achieve 100% food self-sufficiency by 2032;
  - o Multiply national agricultural productivity by 4, notably through mechanization, improved seeds and value chains;
  - o Develop processed agricultural exports to reach USD 10 billion/year;

- o Support climate-resilient, inclusive and territorialized agriculture, with pilot farms per macro-region.

-The system will rely on young farmers, cooperatives, modernized family farming, and agro-industrial hubs in each macro-region. It is accompanied by logistical support (roads, market platforms, conservation hubs) and appropriate financing (agricultural banks, guarantee funds).

It is about producing locally what we consume, exporting our surpluses, and building a sovereign food economy.



### 3-Current situation in 2025

By 2025, more than 40% of Cameroon's food needs will be imported, exposing the country to fluctuations in global prices. The country spends more than 1,200 billion CFA francs per year importing rice, wheat, fish, milk, oils, and sugar.

Agricultural yields are low: 1.8 tonnes/ha for maize, 2.5 tonnes/ha for rice, 500 kg/ha for peanuts. The mechanization rate is less than 20%, with an average of 1 tractor per 2,500 ha. Less than 5% of farmers have access to formal credit, and post-harvest losses reach 30%.

Agriculture is dominated by informal family farms, poorly connected to the market, with low levels of training and low added value. Young people are deserting the countryside due to a lack of modern opportunities.

### 4-Objective 2032 and Justification

The objectives of this axis by 2032 are:

- Achieve total food self-sufficiency in basic foodstuffs (rice, corn, cassava, fruits, vegetables, eggs, meat, fish);
- Multiply average agricultural productivity by 4; Increase processed agricultural exports to USD 10 billion/year;
- Mechanize 60% of farms;
- Provide each macro-region with an operational agro-industrial hub;
- Employ more than 3 million young people in modernized agricultural sectors.

These goals will help ensure food security, save foreign exchange, reduce rural poverty, create jobs and stabilize food prices.

### 5- Difficulties, risks and challenges

The main constraints to overcome are:

Difficult access to secure land;

Structural under-equipment (rural roads, energy, irrigation);

Lack of access to agricultural credit (low rural banking);

Irregular rainfall due to climate change;

The difficulties of structuring local value chains;

The low attractiveness of the farming profession for young people.

Reform will require strong agricultural governance, intersectoral coordination, a significant investment effort, and a transformation of the image of agriculture.

### 6-Sources and data used

National Agricultural Survey (ENA, 2021) and MINADER Directory (2022);

FAOSTAT, WFP, World Bank, GIEWS data (2020-2024);

Publications: “Agricultural productivity in Cameroon” (University of Dschang, 2020), “Food security and rural youth” (IFAD, 2022);

Reports from the Agricultural Bank of Cameroon, DSCE, and FEWSNET;

DPEB 2025-2027 projections on public agricultural investments;

INS study on post-harvest losses and agri-food sectors (2022).

These data are used to calibrate production, processing and export targets for 2032.

### 7-Hypotheses

Increase in yields: +15% per year (weighted average);  
Cost of an agro-industrial hub: 150 billion FCFA × 5 = 750 billion FCFA;  
Mechanization cost: 10 billion FCFA/year for 5,000 tractors/year;  
Savings on imports: 1,200 billion FCFA/year (eventually);  
Export target: 10 billion USD = 6,000 billion FCFA/year;  
Multiplier effect on agricultural GDP estimated at x2.5.  
Targeted subsidies will be gradually reduced as sectors become profitable. A sovereign food fund will absorb shocks (price, climate).

### 8- Simulation model 2025-2032

The deployment follows three phases:  
2025-2026: farm census, agro-ecological mapping, training of young farmers;  
2027-2029: deployment of 5 agro-industrial hubs, modernization of 30,000 pilot farms, launch of import substitution sectors;  
2030-2032: shift towards export, interprofessional contracts, quality certification, access to regional and international markets.  
The projections are modeled according to a sigmoid curve: slow growth (formation, structuring), then acceleration (productivity, industrialization), and stabilization.

### 9-Expected results

In 2032:

100% of basic food needs will be covered locally;  
USD 10 billion of agro-processed exports will be generated;

60% of farms will be mechanized or semi-mechanized;

More than 3 million jobs will be created in modernized agriculture;

Food prices will be stable, imports reduced by 90%;

Cameroon will become a regional leader in food sovereignty.

These results will have a direct impact on food security, macroeconomic balances, youth employment and rural stability.

### 10-Conclusion and Perspectives

Agriculture is no longer a sector to be supported; it is the heart of national sovereignty. The proposed strategy transforms agriculture into an engine of shared prosperity, national pride, and territorial stability.

Food sovereignty does not mean self-sufficiency, but the ability to feed the population with dignity, using our own resources, our own expertise, and our own supply chains. It revives rural life and gives meaning to economic citizenship.

Cameroon can become a regional agricultural power, resilient, modern, green and inclusive.



### i. Building a national digital and advanced technology industry

- The creation of regional incubators within the framework of partnerships between regional administrations and the private sector, to accelerate innovation and the development of local expertise in promising sectors;
- Tax exemption for start-ups and SMEs promoted by citizens aged under 30, during their first three (3) years of activity;
- The deployment of technological and digital hubs in the main university cities (Buea, Douala, Dschang, Ngaoundéré and Yaoundé), in collaboration with industrial and financial groups.



# CHAPTER 7: SOVEREIGNTY, DIASPORA AND PAN-AFRICANISM

## **A-The end of dependency: CURRENCY, DEFENSE AND SOVEREIGNTY POLICY.**

We have long lived under imposed systems, inherited agreements, and monetary and diplomatic dependencies that hamper our momentum. But today, we have decided to take our destiny back into our own hands. This chapter is a declaration of will: that of building a sovereign, open, and resolutely pan-African Cameroon. The first step in this transformation is monetary. We no longer want to depend on the CFA franc, a symbol of outdated economic control. We have designed a ten-year transition plan to move to a pan-African currency, designed, managed, and defended by ourselves. This project is based on clear principles: transparency, inclusion, stability, and compliance with international standards. It relies on exemplary governance, prudent management of reserves—particularly gold—and ongoing consultation with economic and social stakeholders.

But sovereignty doesn't stop at currency. It extends to our defense. We want a local army, rooted in local realities, capable of securing our borders and contributing to peace and justice. Military service, reinstated for higher education students, will become a republican crucible, forging the patriotism of future leaders. Our defense forces will also be engines of research and innovation, serving national development. And then there's our diaspora. Too often forgotten, sometimes neglected, it's nonetheless an immense asset. We've decided to fully integrate it into our social project. This begins with a strong gesture: the abolition of visas for all Africans and people of African descent. This isn't just an administrative measure; it's a political act, a symbol of unity and openness. We want Cameroon to become a pan-African crossroads, a place of encounter, investment, and rebirth.

To this end, we will create diaspora houses in strategic capitals, launch diaspora bonds to channel savings into productive projects, and provide clear legal status to Cameroonians abroad. Our diplomacy will be proactive, focused on Nigeria, the DRC, Angola, and the BRICS+, to build strong and lasting partnerships.

This chapter is a call for unity, pride, and action. It invites us to believe in our ability to build a common future, to mobilize our internal and external forces, and to make Cameroon a leader in Africa on the move. Together, we can transform our currency, our defense, our diplomacy, and our image in the world. Together, we can write a new page in our history.

- The deployment of a monetary and fiscal policy oriented towards economic growth, with the aim of boosting industrialization and exports; (denounce monetary cooperation agreements).

### **1)-Plan for the transition from the FCFA to a Pan-African Currency (2026-2036)**

This plan details a responsible 10-year transition for Cameroon to leave the CFA franc and adopt a common pan-African currency. Structured into three progressive phases, it sets a credible timeline supported by sound legal and economic measures. The ambition is to strengthen Cameroon's monetary sovereignty while stimulating regional integration, investor confidence, and inclusive growth. Major socioeconomic benefits are expected: greater financial stability, autonomous reserve management, and greater resilience to external shocks. The proposed timeline is realistic—drawing on lessons from successful monetary transitions—and aims to reassure international partners and local stakeholders about the credibility of this historic project.

### 2) Guiding principles

- Governance and transparency: The process will be led by a dedicated transitional institution with exemplary governance. The future Pan-African Central Bank will be independent, accountable to the public and parliament, and will regularly publish reports and audits. Transparent communication at every stage will strengthen trust.
- Inclusion of all stakeholders: The government is committed to ongoing national consultation. Banks, insurers, the private sector, unions, the diaspora, and civil society will be involved in key decisions. This inclusion ensures that the new currency benefits everyone—households, businesses, and government agencies—and anticipates their specific needs.
- Prudent reserve management: To ensure stability, Cameroon will diversify its foreign exchange reserves (international currencies, IMF SDRs) and put in place a gold guarantee mechanism.

A minimum share of the country's gold production will be acquired annually by the Central Bank to strengthen gold reserves. This will strengthen confidence in the new currency and reduce dependence on external support.

- Price stability: The future currency will remain anchored in stability. A macroeconomic convergence charter will be adopted with our African partners, drawing on existing criteria (controlled inflation around 3% [1], budgetary discipline, sustainable debt). The Central Bank will set a moderate inflation target ( $\approx 3\%$ ) to protect citizens' purchasing power, while supporting growth.
- Compliance with international standards: Cameroon will strictly adhere to global standards. The ISO 4217 code of the new currency will be registered (e.g., "AFR" code). Banking systems will be updated for SWIFT/BIC compatibility and the proper management of international payments.

In addition, the country will work closely with the IMF and global financial institutions to ensure a transition aligned with best practices (statistical transparency, IMF Article VIII rules on free convertibility, etc.).

· Box – Key figures:

- - Target inflation:  $\leq 3\%$  per year (price stability)
- - Target gold reserves:  $\geq 50$  kg by 2036 (securing the currency)
- - Transition budget:  $\sim 0.5\%$  of GDP over 10 years (institutional and technological investments) [2]

### 3) Detailed schedule

· Phase 1: Preparation (Years 1–3)

- Strategic objectives: Lay the legal and institutional foundations for leaving the CFA franc. Create national support for the project. Initiate the pan-African cooperation necessary for a common currency.

### 1) Key actions:

- - Official notification of withdrawal from the FCFA – Formally denounce the 1972 monetary agreements with France and the Central African Monetary Union (UMAC), in accordance with Article 17 of the Convention (right of unilateral withdrawal effective upon notification [3]).
- - National consultations – Organize forums and workshops with banks, insurers, unions, employers, young people, diaspora and civil society in order to gather opinions, identify concerns and co-construct the new currency.
- - Macroeconomic convergence charter – Develop with CEMAC/UEMOA partners a charter inspired by existing criteria (inflation  $\leq 3\%$ , limited budget deficit, sustainable debt  $< 70\%$  GDP, reserves  $\geq 6$  months of imports [1]).

This charter will set out the economic reforms to be undertaken to ensure a harmonious transition.

Pan-African Dialogue – Initiate summit negotiations with CEMAC and UEMOA states to define the architecture of a pan-African currency. Create a joint Cameroon-volunteer countries commission to draw up a common roadmap (name of the currency, headquarters and statutes of the future Central Bank, exchange rate mechanisms).

Gold Guarantee Mechanism – In collaboration with the Ministry of Mines, establish that a minimum quota (e.g., 50 kg per year) of Cameroon’s gold production will be purchased and stored by the entity prefiguring the Central Bank. This gold stockpile will serve as a partial guarantee and stability reserve for the future currency.

Launch of a transitional CBDC – Implement, via the BEAC and a dedicated “Prefiguration Unit”, a central bank digital currency (CBDC) backed by the FCFA (1:1 parity). This digital currency, circulating alongside the FCFA, will allow new payment infrastructures to be tested in real conditions and accustom the public to innovations (like the naira launched by Nigeria in 2021[4]).

Main stakeholders: Presidency of the Republic (political impetus), Ministry of Finance, BEAC (current Central Bank), CEMAC Commission, local banks and professional associations, technical partners (legal, technological experts), civil society organizations, international partners (IMF, World Bank for technical support).

### **5)-Success indicators:**

Notification of withdrawal from the CFA transmitted and taken into account by the French and regional authorities (deadline respected).

Convergence Charter signed by a majority of partner States, with parliamentary adoption in Cameroon of macroeconomic criteria (framework law).

Volume of gold accumulated each year by the Transitional Central Bank (target reached in kg).

Public and stakeholder support rate measured during consultations (positive feedback, surveys indicating understanding and support  $\geq 75\%$ ).

Effective launch of the transitional CBDC: number of registered users, monthly transaction volume, technical feedback for adjustments.

### 6)-Major risks & mitigation measures:

Diplomatic risk: Reluctance of certain partners or of France. Mitigation: Maintain an open and constructive dialogue, emphasize that the approach is part of a pan-African dynamic already underway (e.g. Eco project in West Africa for 2027[5]), and recall that France recognizes the right of African countries to choose their currency [6].

Economic risk: Volatility during the transitional period (capital flight, anticipated inflation).

Mitigation: Support measures by the BEAC (increased supervision of capital flows, prudent monetary policy), reassuring communication on the continuity of value (parity maintained during the transition).

· Social risk: Public fear of monetary change. Mitigation: Intensify financial education from Phase 1, involve local opinion leaders, and demonstrate concrete benefits (e.g., financing national projects using repatriated reserves).



### Phase 2: Construction (Years 4-7)

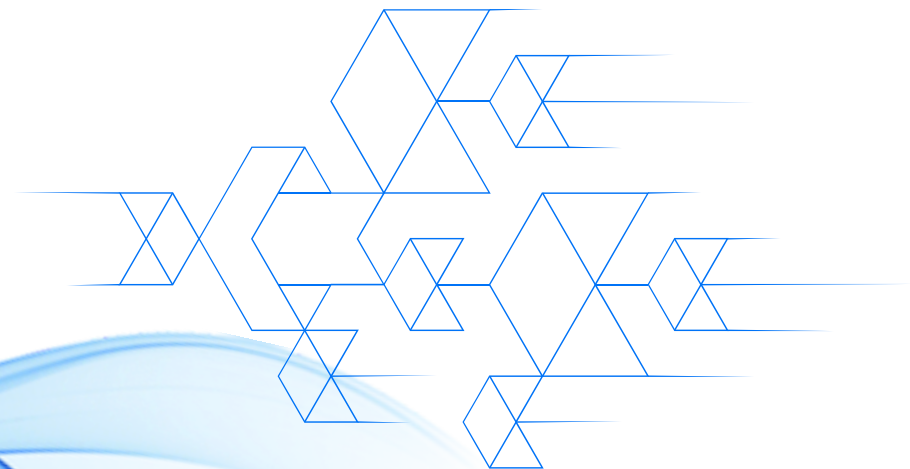
Strategic objectives: Establish the monetary and technical infrastructure of the new currency. Consolidate regional alliances around the common currency. Prepare financial systems and the population for the effective adoption of the pan-African currency.

#### 7) Key actions:

- International approval (ISO 4217): Obtain the official monetary code of the new currency (e.g. “AFR”) from the International Organization for Standardization. This code will allow its identification worldwide and in financial markets.
- SWIFT/BIC registration: In parallel, register the new currency and the future Central Bank in SWIFT systems. Update bank message formats (MT/MX) to integrate the currency code “AFR” in international transactions, thus ensuring the continuity of cross-border payments from its launch.

International call for tenders – banknotes & coins: Launch a global call for tenders to select a leading technical partner for the design and production of future banknotes and coins. The specifications will prioritize high security standards (ink, holograms, traceability) and the use of innovative materials (sustainable polymer or local cotton fibers) to ensure both the longevity of the banknotes and local economic benefits.

Creation of a local manufacturing plant: To implement, with the chosen partner, the establishment of a printing and coin foundry in Cameroon. This will be a joint venture incorporating a transfer of skills to Cameroonian engineers, with strict clauses regarding local employment, staff training and compliance with ESG standards (exemplary environmental and social management). This regional plant will ultimately ensure the autonomous production of banknotes/coins for Cameroon and partner countries.



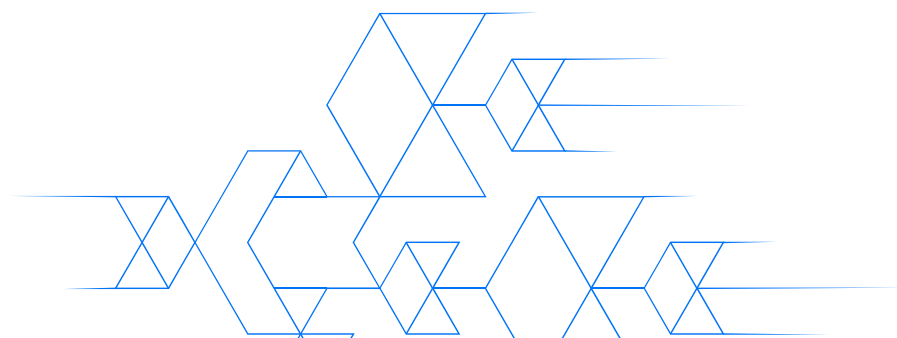
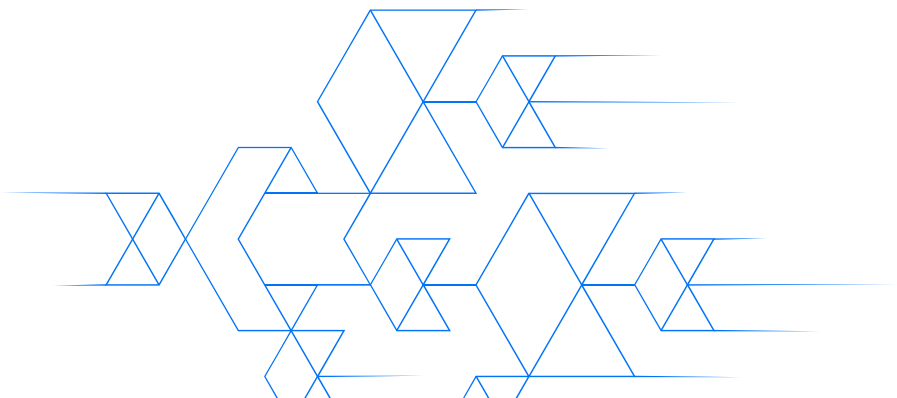
Modernization of payment infrastructure: Upgrade all financial systems: adapting banks' Core Banking Systems for the new currency, reconfiguring ATMs and payment terminals to recognize the new banknotes and coins, issuing new bank cards denominated in the pan-African currency, updating the RTGS (real-time gross settlement) payment system and mobile money platforms. Application programming interfaces (APIs) will be provided to fintechs to easily integrate the new currency into their services, stimulating innovation.

Main stakeholders: Ministry of Finance and Transitional Central Bank (project managers), pan-African organization formed during Phase 1 (regional monetary committee), international high-security companies (tenders), technological partners (banking software publishers, telecom operators for mobile money),

regional monetary authorities (BEAC, BCEAO if joint involvement), and regulators (Central African Banking Commission, COBAC, for supervision).

### 8) Success indicators:

- Assignment of the official ISO 4217 code (publication in the ISO list) and presence of the new currency in global SWIFT systems (validation by SWIFT).
- Signing of the partnership contract for the production of coins, with a schedule for the construction of the factory in Cameroon. % of progress of the construction site and number of technicians trained locally.
- Production of the first specimens of secure banknotes and coins (quality and authenticity tests passed).
- Effective upgrade of banking infrastructure: 100% of commercial banks connected to the new RTGS before the end of Phase 2, X ATMs successfully tested, at least 80% of mobile money applications ready (compatibility KPI).



- Number of partner countries officially committed to the project (signing of regional monetary agreements). For example, at mid-term, at least 3-5 Central/West African countries having ratified the common currency plan.

### 9)- Major risks & mitigation measures:

- Risk of technological delay: Complexity of updating IT systems and building the factory. Mitigation: Strict schedule with monthly monitoring, international technical assistance (Euro experts, etc.), and pilot phase on a sample of banks before mass deployment.

- Budgetary risk: Overrun of manufacturing or infrastructure costs. Mitigation: Prudent budget allocated area (0.5% of GDP spread over 10 years [2]), support from international donors in the form of concessional loans or technical grants, and a clause for reviewing the factory contract to avoid additional costs.

Regional coordination risk: Different rates of engagement of neighboring countries could slow down the joint project. Mitigation: Maintain regular political consultations (annual summit of heads of state on the currency), provide for the possibility for Cameroon to launch the currency alone while remaining open to the subsequent adhesion of others (modular approach rather than "all or nothing").

Risk of fraud or counterfeiting: When new banknotes are manufactured. Mitigation: Collaboration with world-renowned printers, integration of the latest anti-counterfeiting technologies, and awareness campaigns for merchants to detect counterfeit banknotes.



### Phase 3: Deployment (Years 8-10)

Strategic objectives: Launch the new currency physically and digitally on the national territory (and possibly in partner countries), ensure its adoption by the population and economic agents, and anchor the international credibility of this pan-African currency.

#### 10-Key actions:

Introduction of the new currency: Gradually introduce banknotes and coins of the new pan-African currency, as well as its digital version (CBDC). For the first 24 months, apply a fixed conversion rate (e.g., 1 AFR = 100 FCFA, initially set at its value in euros) to facilitate the transition: all prices, salaries, and bank accounts will be converted at this rate. After two years, adopt a managed float where the Central Bank will intervene as needed to smooth out fluctuations, thus ensuring continued stability while allowing the market to gradually determine the value.

Withdrawal of the CFA franc: Orchestrate the gradual withdrawal of the old CFA franc notes. An exchange schedule will be proposed to the population (e.g., 6 months to exchange CFA franc notes for the new currency free of charge in banks and post offices, after which the CFA franc will lose its legal tender status). This withdrawal will be coordinated with neighboring CEMAC countries to avoid any confusion or arbitration.

National Financial Education Campaign: Deploy a comprehensive, multilingual information campaign across the country. Through media (radio, television, press, social media), educational modules in schools, and dedicated training for banking/commercial professionals, explain the practical changes (account conversion, new banknotes, use of digital wallets) and the benefits of the new currency. This education will strengthen public confidence and reduce rumors and misinformation.

International Roadshow: Send delegations led by the Ministry of Budgetary Transparency and Public Finance and the Central Bank to major global institutions and markets.

The agenda includes presentations to the IMF and the World Bank to demonstrate the project's solidity, meetings with rating agencies to defend Cameroon's sovereign rating, and discussions with major correspondent banks and the business community (investors, multinationals) to ensure the currency's practical convertibility and acceptance in transactions. The Cameroonian and African diaspora will also be involved in dedicated events, so that they can become ambassadors for the new currency.

Evaluation and adjustments: Establish a biannual post-launch monitoring. Every six months, publish a report evaluating the indicators (actual inflation vs. target, volume of reserves, effective exchange rate, growth, etc.). A committee of independent experts will analyze this data and propose possible policy adjustments (interest rates, foreign exchange interventions) to stay on track. In addition, establish a stabilization fund funded during the previous phases, which will serve as a "shock absorber."

in the event of a major external shock (sudden drop in commodity prices, global financial crisis), in order to support the currency without breaking confidence.

Main stakeholders: Central Bank (conductor of deployment), Ministry of Budgetary Transparency and Public Finance, banking and microfinance network (exchange counters), sectoral ministries (Education for the school campaign, Communication for the media), national and local media, religious and community leaders (trust relay within the population), international partners (IMF, correspondent banks, etc.), rating agencies.



## 11-Success indicators:

Percentage of currency conversion: after 6 months,  $\geq$  90% of FCFA banknotes exchanged for the new currency (measure of logistical efficiency and public acceptance).

Inflation controlled during the 24 months of fixed parity (objective: remain within the target  $\pm 1\%$ ).

Digital currency usage rate (number of active CBDC wallets, volume of digital payments in AFR).

Changes in the reserve base: level of foreign exchange reserves (including gold) sufficient to cover at least 6 months of imports, confirming a solid financial base.

International recognition: maintenance or improvement of the sovereign credit rating by agencies, absence of major disruption in foreign trade (continuity of SWIFT transfers with the AFR code, etc.), possible inclusion of the pan-African currency in IMF reports and international indicators as the official currency of Cameroon and partner countries.

Major risks & mitigation measures:

Risk of uncontrolled fluctuation: Once the floating rate is adopted, the currency could be attacked or experience excessive volatility. Mitigation: Build up robust foreign exchange reserves from Phase 2 and activate the stabilization fund if necessary to intervene in the market. Coordinate with partner central banks for concerted interventions if the currency zone is common, in order to increase firepower. Maintain a credible monetary policy (appropriate key rates) to anchor inflationary expectations.

Risk of incomplete adoption: Part of the population or traders could be slow to adopt the new currency (due to mistrust or difficulty of access).

Mitigation: If necessary, extend the dual circulation period beyond 6 months for certain rural areas, and increase local awareness with the support of traditional authorities. Offer incentives (reduced fees on payments in the new currency, lotteries, or educational competitions) to encourage use.



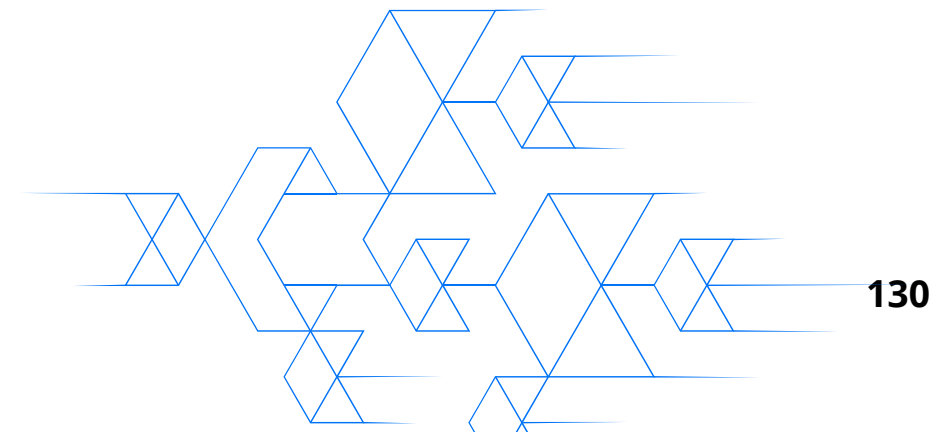
Risk of external shocks: A global or regional economic crisis (fall in oil prices, political shock in the region) could weaken the emerging currency. Mitigation: Plan for contingency scenarios in exchange rate management (e.g., temporarily reintroduce a stricter managed float, or obtain swap/credit lines from friendly countries or international institutions to support the currency). Diversify the national economy now to reduce dependence on a single export product, and thus limit the impact of shocks on the currency.



### 12-Conclusion: A call for national and pan-African unity

This pan-African currency project is much more than a technical reform—it is a historic leap toward greater autonomy and strengthened African integration. Its success will depend on the unity and determination of all Cameroonians, in the public and private sectors, in cities and rural areas. Together, as a united nation, we can demonstrate that Cameroon is ready to write a new monetary page in its history, for itself and for Africa. The government calls on every citizen, every business, as well as our brothers and sisters in neighboring countries to rally behind this vision. United in this effort, we will forge a strong currency, reflecting the confidence and hope of an entire continent.

c) Take leadership in the creation of a Pan-African Market (African Monetary Fund; liberation from the IMF/WB)



- Our country's leadership in projects to harmonize monetary policies and develop regional economic communities, with a view to creating a pan-African financial and monetary market;
- a) Strengthening the autonomy of the national defense system (forces and technologies)
- The design and implementation of a defense strategy focused on securing borders and autonomous governance of the national territory;
- The construction of a local army which positions itself as a key player in the national strategy for consolidating unity, justice and peace;
- Strengthening the role of defense and security forces in the development of scientific, technical and technological research, serving different areas of social and economic life;
- The reinstatement of military service for all citizens who access higher education, with the aim of promoting republican mixing and consolidating the sense of patriotism among Cameroonian leaders of tomorrow;
- Redefining the framework of cooperation and military assistance agreements, with the aim of preserving the sovereignty and security of the State.

### **B- The awakening of Africa in miniature: DIPLOMATIC POSITIONING, RELATIONS WITH THE DIASPORA AND PAN-AFRICAN CONSTRUCTION.**

- a) Make Cameroon the leader of the new conquering Africa (strengthened cooperation with Nigeria, Angola and the DRC + abolition of visas)
- The deployment of active diplomacy which repositions Cameroon as one of the main champions of African integration;
- Cameroon's active contribution to strengthening the role of the African Union in the programmatic construction of the historical, cultural, social and economic renaissance of the continent;
- The abolition of visas for African visitors for stays of less than 90 days, with the aim of contributing to regional integration and intra-African trade.
- The struggle for the harmonization of defense and security policies of African states, as well as the achievement of financial autonomy for the African Union.
- b) Strengthen cooperation with countries in the global south

- The development of a cultural diplomacy that supports Nation Branding and contributes to the visibility and attractiveness of the country;
- The intensification of economic diplomacy aimed at Nigeria and the locomotives of ECCAS, namely the DRC and Angola, to take full advantage of the growth of these neighboring powers.
- Strengthening strategic partnerships with BRICS+, with a view to prioritizing technical cooperation with emerging countries in the South;
- c) Integrate and involve the diaspora (multiple nationalities and investments)
- The immediate adoption of multiple nationality by revising the 1968 nationality code;
- The creation of a diaspora investment support agency, to direct the savings of Cameroonians abroad towards financing public projects and initiatives.

### 1- Framework of the Reform

This axis of the 2025–2032 Revolution Budget aims to transform Cameroon’s position on the continental and international scene. In a globalized world, strategic openness, free movement, and the mobilization of the diaspora have become key levers for economic, cultural, and political development.

This axis is based on two major commitments:

- 1) Remove entry visas for all African and Afro-descendant nationals;
- 2) Multiply diaspora investments in the country by 5.

These measures aim to make Cameroon a pan-African crossroads, to reconcile historical diasporas with their homeland, and to stimulate the national economy through the flow of ideas, capital, and talent. This project is led by the Ministry of Foreign Affairs and Pan-African Integration.

### 2- Introduction of the Reform

The abolition of visas for Africans and people of African descent is a powerful diplomatic act, conveying a message of unity, regional integration, and shared sovereignty. Cameroon has chosen to open its borders to forge new cultural, economic, and human ties with African peoples and the global Black diaspora. At the same time, this initiative aims to harness the financial and entrepreneurial potential of the Cameroonian and African diaspora. Through "diaspora bonds," investment windows, and a specific status for Cameroonians living abroad, the government aims to mobilize these stakeholders as investors, mentors, and co-builders of the future.

This geostrategic repositioning is part of a "powerful Africa" logic, where Cameroon plays an assumed and attractive leadership role.

### 3-Situation in 2025

In 2025, free access to Cameroonian territory is still conditional on a restrictive visa regime for most African nationals and non-existent for Afro-descendants in the global diaspora. The visa process is considered long, expensive, and sometimes complicated, which deters many investors or tourists. Investments from the diaspora remain limited to approximately 100 billion CFA francs per year, mostly in the form of family remittances, with very little productive anchorage. The legal and fiscal framework offers few incentives, and the absence of structured reception, co-investment, or guarantee mechanisms hinders the long-term commitment of this community. Cameroon still lacks a clear legal status for Cameroonians abroad, nor a systemic policy to attract the diaspora as a strategic lever. The diplomatic apparatus is not very geared towards economic investment, with little proactive economic diplomacy.

### 4-Objective 2032 and Justification

The objectives of Axis 5 by 2032 are as follows:

Total abolition of visas for all African nationals and people of African descent;

Launch sovereign diaspora bonds at attractive rates (3 to 5%) and with flexible maturities from 2026;

Create a digital diaspora bank offering savings, credit, insurance and targeted investment;

Fivefold increase in diaspora investments (target: 500 billion FCFA/year);

Creation of a legal status for Cameroonians living abroad with reinforced rights and duties;

Deployment of active economic diplomacy in 30 priority countries;

Establishment of 10 diaspora houses in strategic foreign capitals.

These objectives are justified by the desire to align diplomacy with contemporary economic, cultural and identity issues. They will help attract talent and capital, and strengthen Cameroon's image as an open, pan-African nation in rebirth.

### 5-Difficulties, Risks and Challenges

Several obstacles will have to be overcome:

Internal reluctance to lift the African visa for fear of uncontrolled influx;

The cost of securing borders and post-entry controls;

The skepticism of a part of the diaspora, disappointed by the past;

The lack of diplomatic expertise in investment issues;

The need to create a banking, real estate and entrepreneurial offer adapted to the diaspora.

Lack of popularization of the legal framework adapted to secure sovereign bonds or digital platforms;

- Poor interconnection between embassies, the banking system and project leaders;

- Weak structuring of diasporas;

- Volatility of diaspora income according to foreign economic cycles

It will also be necessary to adapt consular information systems, put in place support measures (diaspora counters), and avoid any internal stigmatization of beneficiaries of the new mobility regime.

### 6-Sources and Data used

The data used in this note come from:

From MINREX (Foreign Affairs) - Statistics of visas issued (2023);

From the World Bank (2022 report on diaspora transfers in Cameroon);

From the INS and the IMF (balance of payments);

From the study “Profiling Cameroonian diasporas” (Invest In Diaspora, 2023);

From the RADEC review and the BEAC database (statistics on African FDI);

From scientific publications: “Migrations and co-development” (University of Dschang, 2021), “Diaspora and development in Africa” (African Studies Review, 2020).

These sources feed into economic hypotheses and scenarios of the impact of visa liberalization measures and the structuring of diaspora investments.

### 7- Hypotheses

The model is based on:

An average annual number of 40,000 visas removed for African nationals;

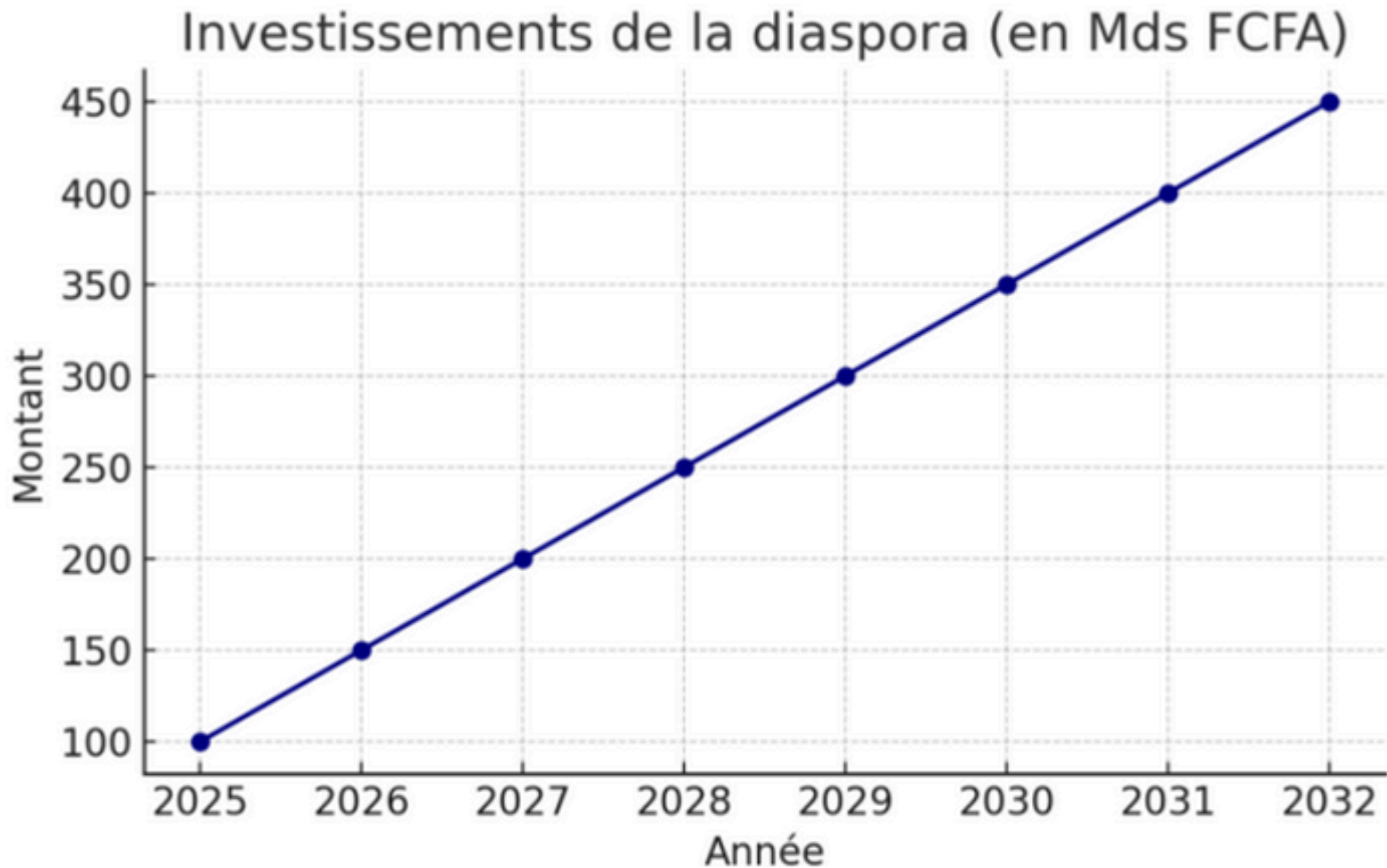
Direct annual loss estimated at 4 billion FCFA in visa fees;

Expected compensation via tourism, local consumption, and FDI + estimated at +50 billion FCFA/year;

Projected diaspora investments: from 100 to 500 billion FCFA/year in 7 years (average annual growth rate of 25%);

Average cost of a diaspora house: 2 billion FCFA.

Indirect profitability is ensured by multiplier effects: jobs created, VAT collected, cultural promotion, technology transfers, brain trust return. The image effect is evaluated as a lever of diplomatic and commercial reputation.



## 8-Simulation model 2025-2032

The implementation schedule is as follows:

2025: Presidential decree on visa exemption for Africans and people of African descent;

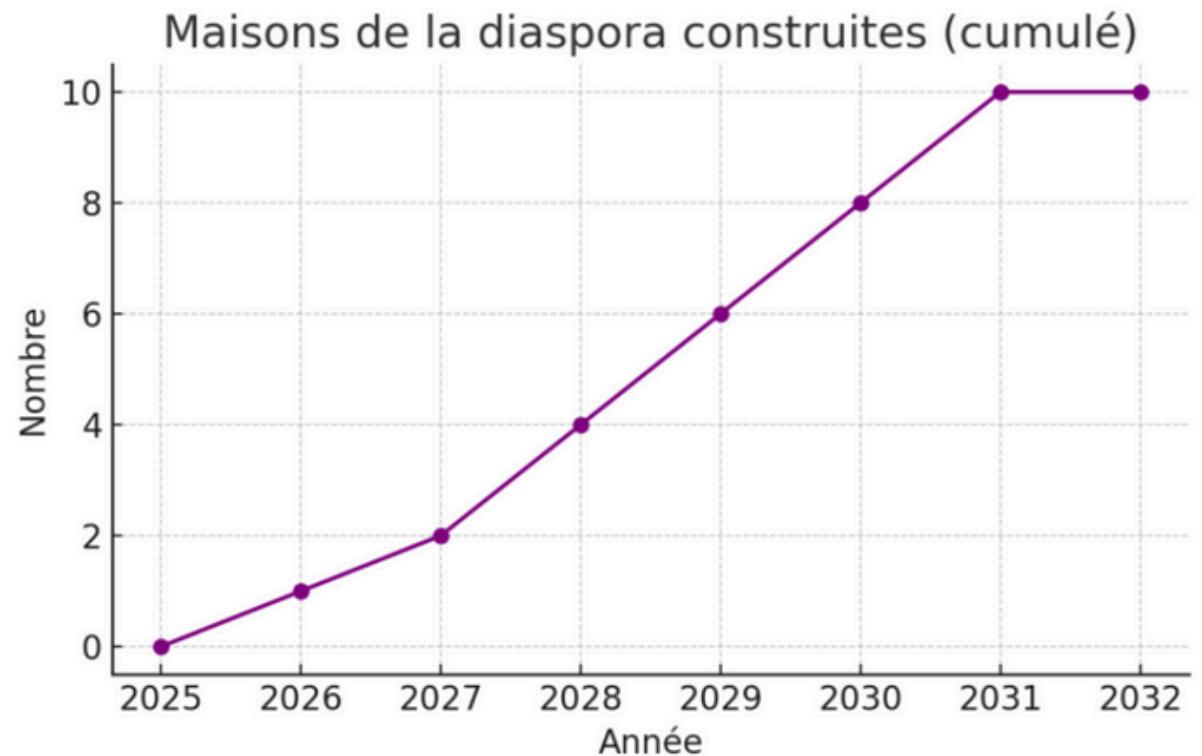
2026-2027: establishment of a diaspora desk at the API and creation of the Diaspora Investment Fund;

2028: international “Return and Rebuild” campaign in 10 major capitals;

2029-2031: economic diplomatic deployment in 30 targeted countries;

2032: opening of 10 diaspora houses.

A digital diaspora portal has been created to track projects, enable secure transfers, access guaranteed loans, and monitor the evolution of diaspora involvement. Satisfaction and awareness barometers will be published annually.



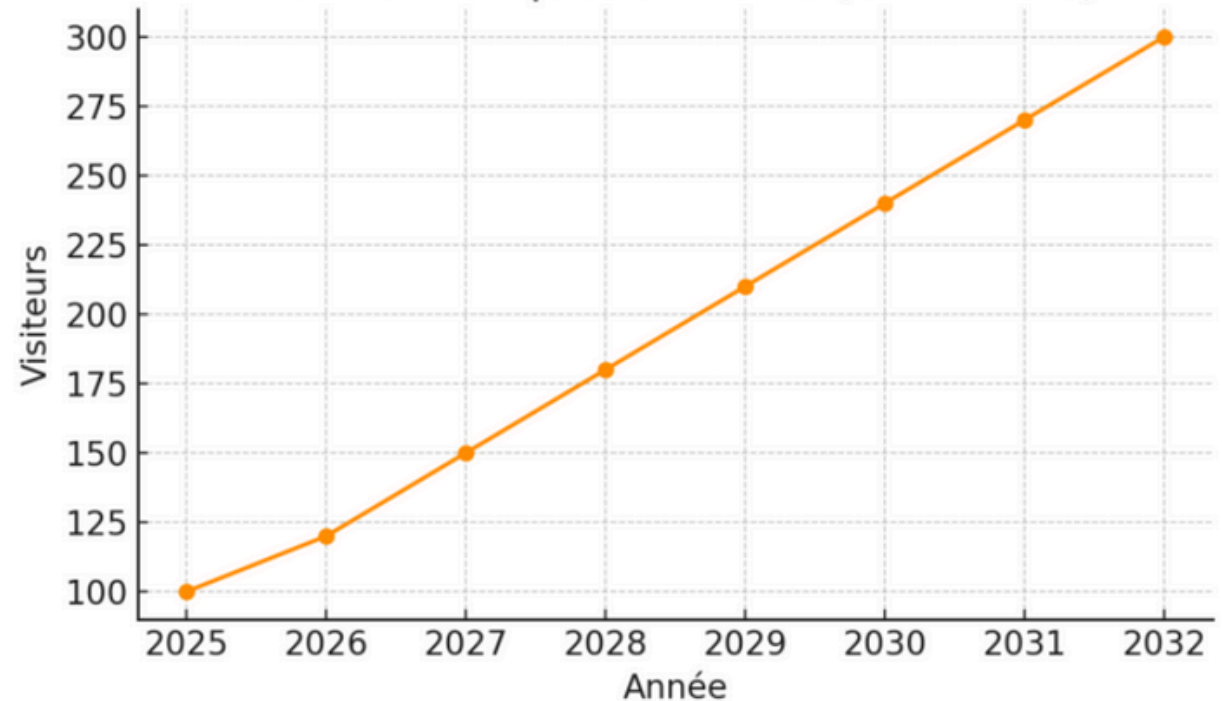
These results will make Cameroon a hub

## 9-Expected results

In 2032, the following results are expected:

- 0 visa required for any African or Afro-descendant entering Cameroon;
- 500 billion FCFA/year of investments from the diaspora;
- Complete and legislated legal status of Cameroonians abroad;
- 10 diaspora houses created;
- 60% increase in tourist flows from Africa and the Americas;
- +100,000 jobs created in connection with pan-African diasporic FDI for innovation, shared identity and South-South cooperation.

Flux touristiques africains (en milliers)





## 10- Conclusion and Perspectives

The international openness proposed here is a political, economic, and symbolic act. It reflects Cameroon's desire to assume its role as a bridge between Africa, its diaspora, and the rest of the world.

By removing visa barriers and fully integrating the diaspora into its social project, the country is sending a strong signal: that of a united, mobile, proud continent, and an actor in its own destiny. This bold choice will bring long-term growth, influence, and shared prosperity.

Axis 5 calls for a diplomacy of reconquest, anchored in pan-African sovereignty, the valorization of diasporic talents, and the pride of belonging to a nation standing.

# CHAPTER 8: PUBLIC DEBT REFORM

## 1- Project framework

This axis redefines Cameroon's public debt strategy as a whole: domestic debt and external debt. It involves moving away from a logic of passive debt, often imposed and opaque, to build a controlled, sustainable and strategic debt policy.

In 2025, Cameroon's public debt will amount to nearly 12,000 billion FCFA, or approximately 46% of GDP, divided between 80% external debt (mainly multilateral and bilateral) and 20% domestic debt (arrears, Treasury bills, domestic bonds).

The challenge is threefold:

1) Restore budgetary credibility through the gradual settlement of domestic debt;

- 2) Reduce excessive dependence on external creditors;
- 3) Sovereignly finance major national development projects.

## 2-Introduction of the Axis

This axis articulates three dimensions:

- 1) A sustainable, integrated and unified national public debt strategy;
- 2) A transparent mechanism for managing and steering debt, via a National Public Debt Council;
- 3) Intelligent rebalancing: better managed domestic debt, more selective external debt, loans linked to productive projects only.

The goal is to back any new debt with a measurable return on investment: infrastructure, exports, tax revenues, productivity, and macroeconomic stability. This will prevent a snowball effect and secure economic sovereignty.

### 3-Current situation in 2025

In 2025, Cameroon's public debt will reach nearly 12,000 billion FCFA (46

% of GDP), distributed as follows:

- External debt: 9,600 billion FCFA (multilateral, bilateral, eurobonds);
- Domestic debt: 2,400 billion FCFA (arrears, bonds, obligations, VAT credits, etc.).

External debt, although partly concessional, exposes the country to exchange rate shocks, external governance requirements, and a loss of monetary flexibility. Annual repayments exceed 1,300 billion CFA francs, absorbing nearly 30% of budget revenue.

Domestic debt, often uncontrolled, fuels cash flow tensions, distrust of service providers, and the weakening of SMEs. Payment delays can exceed 270 days.

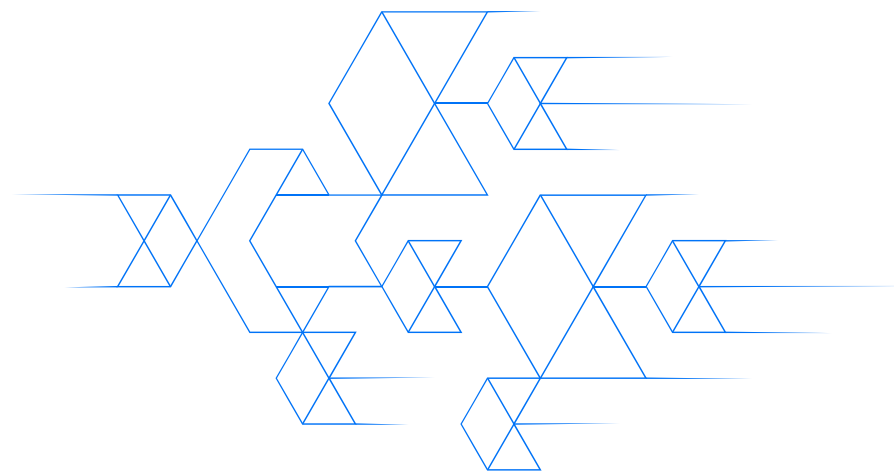
The current strategy lacks a single framework, consolidated monitoring, and a cost/benefit arbitration mechanism.

### 4-Objective 2032 and Justification

The objectives for 2032 are:

- Clear 100% of recognized domestic debt arrears before 2030;
- Reduce the share of external debt to 60% of the total outstanding amount (vs. 80% in 2025);
- Launch a single national public debt strategy, backed by a Supervisory Board;
- Reduce the burden of debt service to less than 20% of budget revenue;
- Condition any new debt on measurable added economic value.

The challenge is to place the debt within a logic of sovereignty, viability, and real contribution to national transformation.



### 5-Difficulties, Risks and Challenges

- Rigidity of long-term external commitments;
- Lack of coordination between debt management institutions (MINFI, Treasury, MINEPAT, BEAC, etc.);
- Insufficient macroeconomic simulation and sustainability assessment capabilities;
- Political pressure to finance unviable projects;
- Risks of refinancing or over-indebtedness if global rates increase.

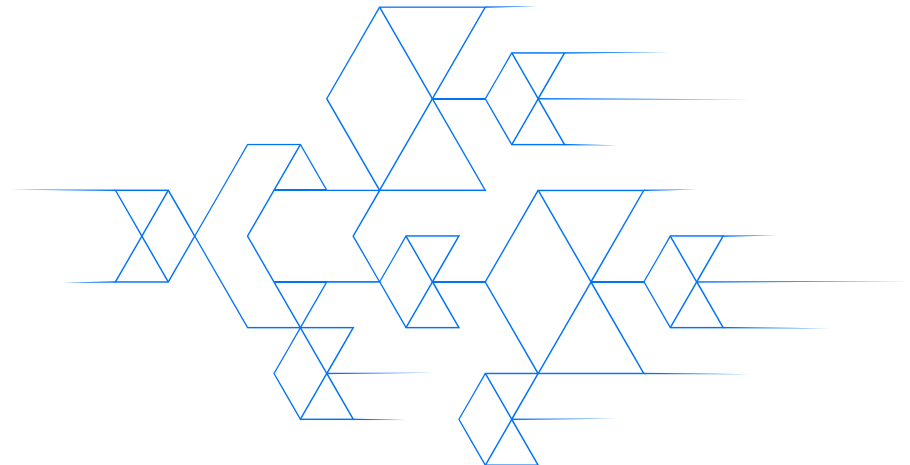
Credible reform requires strengthening transparency, inter-institutional coordination, technical expertise, and national budgetary discipline.



### 6-Sources and data used

- Economic summary of public debt – March 2025 (MINFI, DDP);
- BEAC Working Paper 02-2022 report on debt sustainability in CEMAC;
- Data from the IMF (DSA), World Bank and OECD;
- Studies: “Public debt and growth in Cameroon” (University of Yaoundé II, 2020), “Challenges of African domestic debt” (AFRITAC, 2023);
- Historical data on repayments, interest rates, GDP, tax revenues (2015-2024).

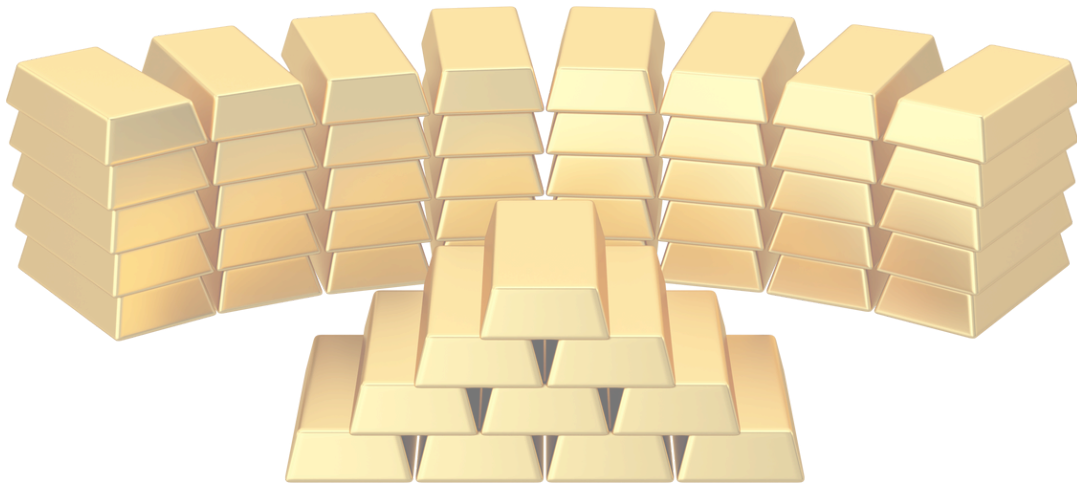
These sources were used to model the budget trajectory and set realistic sustainability targets.



### 7-Hypotheses

- Real GDP grows at an average rate of 5%/year over the period;
- Domestic debt cleared at a rate of 200 billion FCFA/year between 2025–2030;
- New loans capped at 3% of GDP/year, all projects combined;
- Debt/GDP ratio capped at 50%, with alert at 45%;
- Objective of reducing annual debt service to a maximum of 1,000 billion FCFA by 2032;
- Reduction of the average cost of debt: from 6% to 4% by 2032, through diversification of instruments.

Debt must grow less quickly than GDP and be backed by generating assets or flows.



### 8-Simulation model 2025 - 2032

- Phase 1 (2025–2026): unification of the debt portfolio, creation of the National Debt Council, audit, internal debt repayment plan, moratorium on new non-performing loans;
- Phase 2 (2027–2029): implementation of the unified strategy, voluntary restructuring, launch of “thematic” sovereign bonds (health, education, infrastructure, diaspora);
- Phase 3 (2030–2032): stabilization of the debt/GDP ratio at 45%, reduction of annual service, improved sovereign rating, lower interest rates.

The model is based on a calibrated dynamic of GDP, revenue, debt service, and productive investment.



### 9-Expected results

- Debt/GDP ratio stabilized at 45% by 2032;
- Reduction of annual debt service to < 20% of revenue;
- Share of external debt reduced to 60% of the portfolio;
- Complete clearance of recognized domestic arrears before 2030;
- Establishment of a solid and competitive domestic debt market;
- Creation of the National Debt Council, with biannual publication of data.

These results will consolidate Cameroon's credibility with its partners and its citizens.

### 10-Conclusion and Perspectives

Debt is neither bad nor good in itself. It becomes a problem when it is misused, opaque, or unsustainable. This section proposes a sovereign, selective, productive, and coherent public debt policy.

Reducing dependency, restoring confidence, and directing debt toward the country's strategic priorities: this is the heart of this transformation. Cameroon will thus be able to finance its development autonomously, rationally, and efficiently, while avoiding the pitfalls of over-indebtedness.

**This model can be used on a regional scale.**

# CHAPTER 9: YOUTH EMPLOYMENT

## 1-Framework of the reform

The reform aims to create a true youth economy in Cameroon. With a population of which more than 60% is under 25, youth employment represents both a social emergency and an opportunity for economic transformation.

By 2025, youth unemployment will exceed 30%, and more than 70% of young workers are working in the informal sector. Many experience a combination of precariousness, low qualifications, lack of social security coverage, and geographic marginalization. This situation fuels rural exodus, illegal emigration, and social tensions.

The ambition is to make young people a driving force of the national economy, through the massive creation of jobs, the promotion of entrepreneurship, and integration into priority productive sectors (agriculture, industry, digital, construction, services).

### i) Introduction of Axis

The program includes:

The creation of 1 million youth jobs per year, or 7 million by 2032;

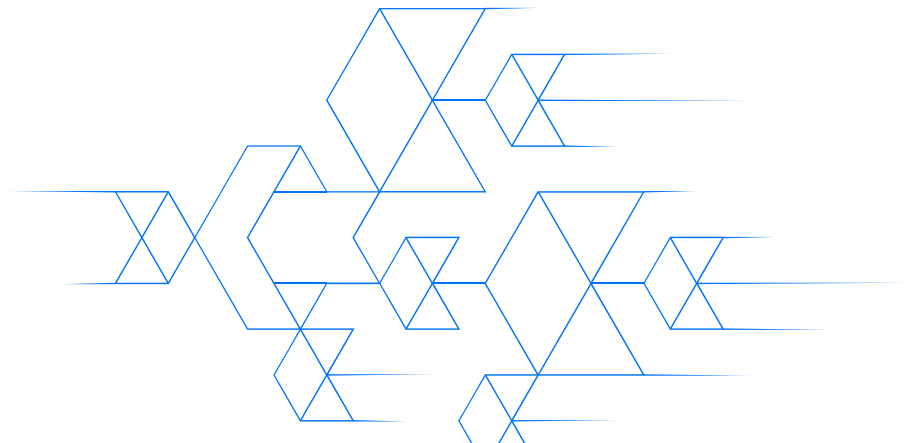
Support for 500,000 young entrepreneurs;

The structuring of economic opportunity zones in each macro-region;

The integration of 80% of young people into the formal sector through subsidized contracts, internships, cooperatives, local public employment or structured self-employment.

This plan will be led by the Ministry of Employment and Entrepreneurship, in synergy with sectoral ministries (agriculture, education, industry, digital), local authorities, private partners, and incubators.

The challenge is to give each young person access to initial professional experience, a stable income and a path to emancipation.



### 2- Current Situation in 2025

By 2025, youth unemployment will reach around 30%, and more than 3 out of 4 young people work in the informal sector. It takes young graduates an average of 5 years to find their first stable job. Young women are particularly affected by underemployment.

Existing schemes (PIAASI, Special Three-Year Youth Plan, ILO Projects) are limited in coverage, poorly funded, and often poorly adapted to local realities. Incubation systems are weak, access to credit is almost non-existent, and training is often disconnected from market needs.

The country has a huge pool of young talent in agriculture, digital technology, processing, culture, renewable energy, and services. But the lack of an integrated strategy prevents their full activation.

### ii)-Objective 2032 and Justification

The objectives for 2032 are:

Create 7 million youth jobs over the period (1 million/year);

Support 500,000 young entrepreneurs in all sectors;

Reduce youth unemployment to less than 10%;

Integrate 80% of young people into the formal economy;

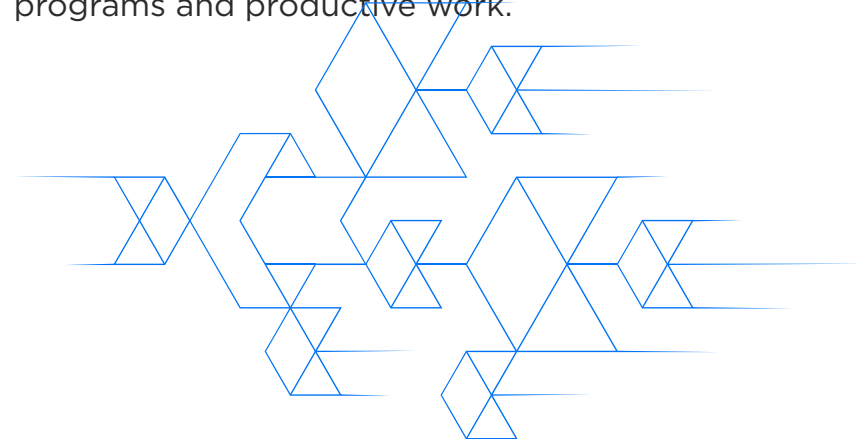
Create a regional one-stop shop for youth employment in each macro-region.

These objectives respond to the need to secure the future of young people, to stabilize the territories, and to transform the demographic dividend into real wealth for the Nation.

### 3- Difficulties, risks and challenges

The lack of practical qualifications for a large proportion of young people (especially in rural areas);  
Lack of access to financing (low banking, non-existent guarantees);  
The institutional fragmentation of youth support systems;  
The exodus of young people to big cities or abroad;  
The lack of decent jobs in the formal private sector.

It will be necessary to massively mobilize local communities, businesses, NGOs, and establish a national culture of internships, work-study programs and productive work.



### 4-Sources and data used

EESI3 survey (INS, 2021) on informal employment and unemployment;  
MINEFOP statistical yearbook (2023), ILO, UNFPA reports;  
Studies: “Youth and employment in Cameroon” (University of Douala, 2020), “Youth entrepreneurship and access to credit” (University of Dschang, 2021);  
Data from UNDP, World Bank, UNCDF and ONJ;  
MINJEC data on young people benefiting from public schemes (PIAASI, Volunteering, Three-Year Plan).



### 5-Hypotheses

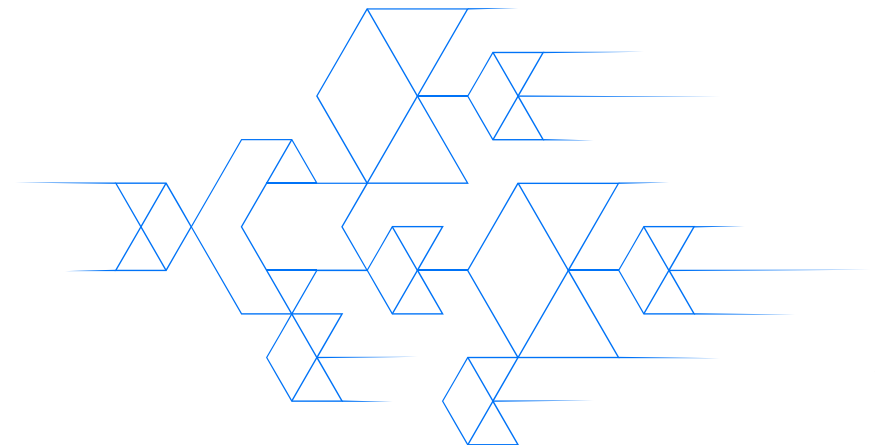
Annual creation of 1 million jobs (including 700,000 self-employed and rural jobs);  
Support for 70,000 young entrepreneurs/year;  
Average cost per structured job: 500,000 FCFA;  
Estimated annual budget: 500 billion FCFA/year, or 3,500 billion over 7 years;  
Estimated leverage: 1 public FCFA → 2 private FCFA in co-investment;  
Impact on GDP: +0.7% annual growth linked to youth dynamics.

A national “Youth Employment & Innovation” fund will centralize the credits, with regional instruction and monitoring counters.



### 6- Simulation model 2025 – 2032

Three cycles emerge:  
2025–2026: audit of existing systems, creation of regional counters, contracting with incubators;  
2027–2029: increase in recruitment through structured self-employment, youth internships, integration plans in agriculture, digital technology, construction, culture;  
2030–2032: consolidation of achievements, upgrading of young companies, integration of young people into public procurement.  
The job creation curve is logistical: gradual rise, acceleration in the middle of the period, stabilization at around 1.2 million/year.



### 7-Expected results

7 million young employees by 2032;  
500,000 young entrepreneurs formalized;  
80% formal integration rate (employment or declared self-employment);  
30% of public contracts reserved for young companies;  
Youth unemployment < 10%;  
Reduction of forced migration, stabilization of rural areas.

Cameroon will be seen as a young, productive, ambitious nation, capable of managing its human capital.



### 8-Conclusion and Perspectives

Youth are Cameroon's greatest asset. The policy proposed here is ambitious but realistic: creating 1 million youth jobs per year is achievable provided that sectors are structured, systems are decentralized, and all stakeholders are mobilized.

This youth employment revolution is a revolution of confidence, dignity, and national competitiveness. It repositions young people not as a burden, but as a creative, productive, and civic force.

Ultimately, this policy could be the foundation of a successful African model of demographic transition.

# CHAPTER 10: DIGITALIZATION OF THE STATE

## 1- Project framework

It is driving the digital transformation of the Cameroonian state. In a context of citizen distrust, administrative opacity, bureaucratic slowness, and massive fraud, digitalization represents a strategic lever for reshaping public governance.

By 2025, less than 20% of public services will be truly accessible online. Databases are fragmented, non-interoperable, and hosted outside the country. The lack of a widespread digital identity prevents effective management of social benefits, subsidies, or tax audits.

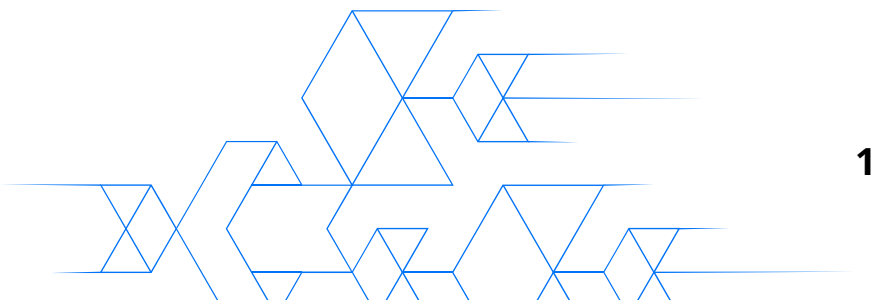
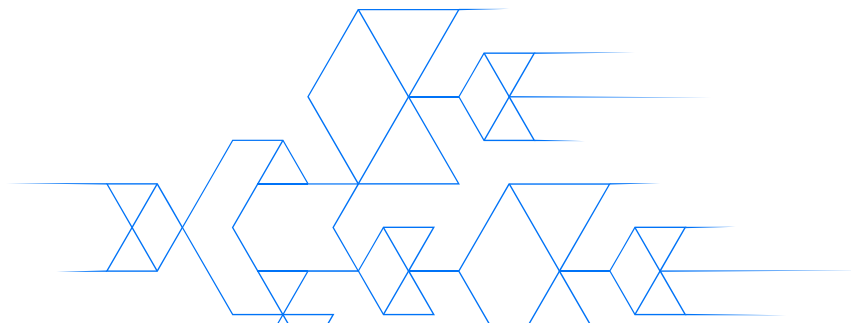
The objective of this axis is to make digitalization not only a technical tool, but a pillar of sovereignty, performance and transparency, serving citizens and development.

## 2-Introduction of the Axis

The reform is structured around 5 operational pillars:

- 1) Creation of a unique digital identifier per citizen, interoperable with all services (health, education, taxes, employment, justice, etc.);
- 2) Digitalization of 100% of administrative procedures by 2032, with a unified national platform;
- 3) Implementation of the Single Citizen Portal: “One citizen, one account, one trace”;
- 4) Interconnection of all public entities via sovereign data centers and a secure digital infrastructure;
- 5) Conditioning access to public programs on the existence of a digital identifier (youth employment, free health, education, social assistance, etc.).

Digitalization here becomes a condition for the systemic transformation of the State, the fight against corruption, and the optimization of resources.



### 3-Current Situation in 2025

In 2025, the computerization of the Cameroonian administration remains embryonic.

Less than 20% of public services are digital. There is neither a single, interoperable identifier for citizens nor a coherent, sovereign digital infrastructure.

Databases are scattered, redundant, and often hosted abroad. Civil registration is still largely manual. Administrative duplication, identity fraud, "fictitious agents," and misappropriated subsidies are commonplace. Yet Cameroon boasts significant potential in terms of digital talent, dynamic telecom operators, and a hyper-connected youth population. Digitalization is therefore a source of budgetary performance, public service quality, and strategic sovereignty.

### 4-Objective 2032 and Justification

The objectives for 2032 are:

- Provide 100% of citizens with a secure digital identity, including newborns within 24 hours of birth;
- Digitize 100% of administrative procedures, in a secure and interoperable manner;
- Reduce administrative and financial fraud by 80%;
- Centralize all citizen access via a Single National Digital Portal;
- Create 3 interconnected and sovereign national data centers;
- Make digitalization a condition of access to public policies (health, employment, aid, subsidies).

This revolution will allow better targeting of social policies, better revenue collection, and real-time monitoring of public commitments.

### 5-Difficulties, Risks and Challenges

- Fragmentation of existing IT systems;
- Resistance of public actors to transparency induced by digital technology;
- Cyber security and data leak risks;
- Low digital literacy in certain segments of the population;
- High cost of infrastructure and maintenance;
- Need for a reform of civil status, a prerequisite for any reliable digital identity.

These risks require strong governance, mandatory interoperability, a sovereign cybersecurity strategy, and a mass training plan.

### 6-Sources and data used

- “Innovation and digital technology in Cameroon” (2022);
  - REFSICOM studies on the digitalization of public services;
  - “Digitization of administrations: efficiency and transparency” (Econuma, 2023);
  - CENADI report on data centers in Cameroon;
  - Legal identity report in less than 24 hours (2021);
  - MINEPAT/MINPOSTEL report on the national digital strategy 2023-2030;
  - Comparative practices: Rwanda (Irembo), Estonia (e-Gov), Senegal (Sen-Gov), Ivory Coast (e-ID)
- These references feed into the hypotheses of feasibility, cost, governance, and macroeconomic impact.

### 7-Hypotheses

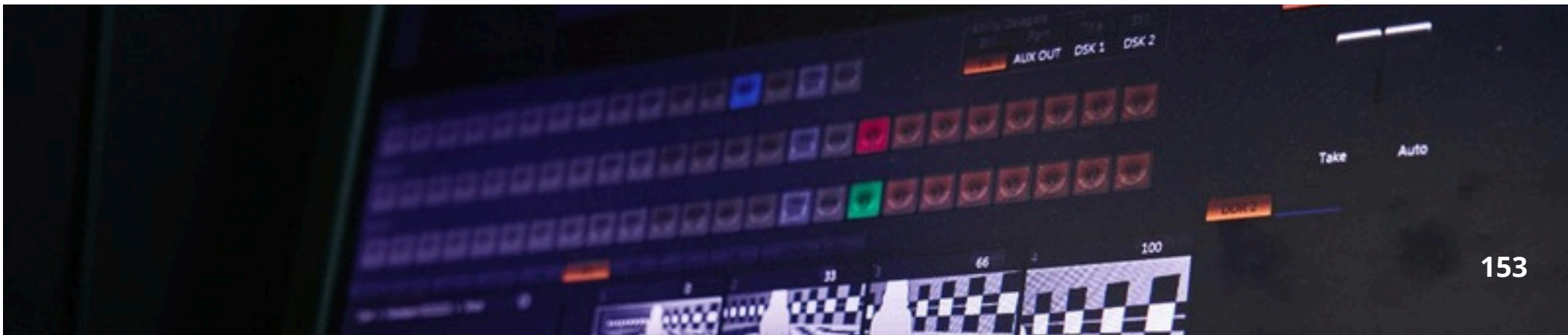
- Average cost of creating a digital identity: 5,000 FCFA/person;
- Cost of complete digitalization of public services: 400 billion FCFA over 7 years;
- Expected annual savings: 250 billion FCFA (reduction in fraud, efficiency gains);
- Increase in tax revenues via traceability: +1.5% of GDP by 2032;
- Productivity gain for public agents: +30% estimated;
- Targeted rate of use of digital platforms: 80% of adults connected.

These assumptions inform the investment plan and the calculation of the return on investment of digitalization.

### 8-Simulation model 2025-2032

- 2025-2026: modernized civil status, creation of the single national register, launch of the citizen portal;
- 2027-2029: progressive digitalization of services (health, education, justice, taxation, employment, etc.), deployment of 3 sovereign data centers;
- 2030-2032: extension to local authorities, complete migration of processes, enhanced security, digital citizen monitoring.

The model is based on a gradual increase in power, accompanied by strong support for training and digital governance.



### 9-Expected results

- 100% of citizens with a secure digital identity;
  - 100% of administrative procedures accessible online;
  - 80% reduction in identity fraud, duplicates, and phantom payments;
  - Unified access to rights and services via a Citizen Portal;
  - Real-time data collection on needs, beneficiaries and public finances;
  - Creation of 10,000 direct digital jobs (maintenance, development, training, data centers).
- Cameroon will become a sovereign, agile, transparent and citizen-centered digital state.

### 10-Conclusion and Perspectives

The digitalization of the state is a silent but powerful revolution. It concerns not only technology, but governance, transparency, trust, and public performance.

By allowing every citizen to have a digital identity, by making public services traceable, and by pooling public data, this axis profoundly transforms the relationship between the State and its citizens.

Ultimately, Cameroon could become an African benchmark in terms of sovereign, inclusive and ethical digital government.



# CHAPTER 11: VALUATION OF STRATEGIC RESOURCES

## 1- Project framework

This axis is part of an approach to economic sovereignty and structural transformation of Cameroon. It aims to maximize the contribution of the country's natural resources – hydrocarbons, minerals, rare earths, wood, etc. – to financing its development. In a context of budgetary pressure and reduced debt margins, the optimal use of resources becomes an essential lever for increasing State revenue, creating local employment and developing internal value chains.

## 2-Introduction of the axis

Cameroon is a country rich in natural resources, but their exploitation remains largely dominated by raw material exports and under less than transparent contracts. The export of logs, the refining of oil outside the country, and the absence of local mining processing industries deprive the country of a substantial portion of its wealth.

Axis 13 therefore proposes to overhaul the contractual, fiscal, industrial and environmental framework for the exploitation of resources, to make it a central lever for public financing and sustainable development.

### 3-Current situation in 2025

By 2025, revenues from natural resources will only represent around 12 to 15% of the state's non-tax revenues.

Local transformation remains marginal:

- Less than 15% of extracted minerals are processed in Cameroon;
- Nearly 80% of timber is exported in raw form. Mining contracts are often opaque, with some dating back more than 15 years.

Tax losses and illicit financial flows linked to these resources are estimated at several hundred billion CFA francs per year. At the same time, the exploitation areas are often the scene of social, environmental, and land-related tensions, due to a lack of local redistribution of the profits generated.

### 4-Objective 2032 and Justification

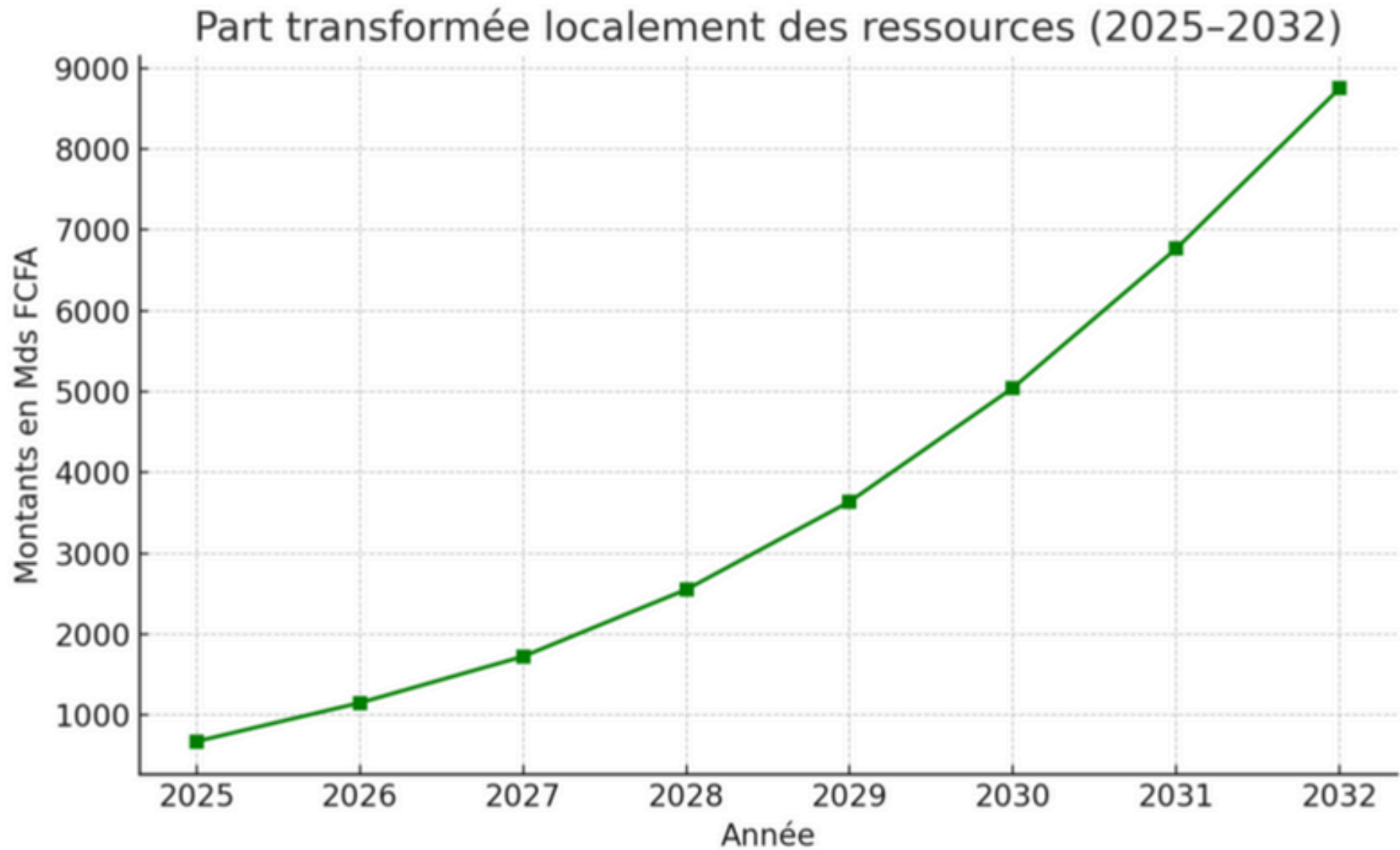
The objective by 2032 is to make strategic resources a pillar of budgetary sustainability and development financing.

Targets include:

- Increase the contribution of natural resources to 35% of non-tax revenue;
- Locally process 50% of minerals and forest products;
- Create 150,000 direct and indirect jobs in the extractive and processing sectors;
- Improve contract transparency to a score of 90/100 on the EITI scale;

Establish a Future Generations Fund with at least 1,000 billion FCFA by 2032.





### 5- Difficulties and risks

Major risks include:

- The volatility of world prices (oil, cobalt, gold, etc.);
- The weakness of the State's negotiating capacity;
- Conflicts of interest within the elites;
- Environmental risks (deforestation, water pollution, soil degradation);
- Social conflict in mining or forestry areas without Fair revenue sharing mechanisms.

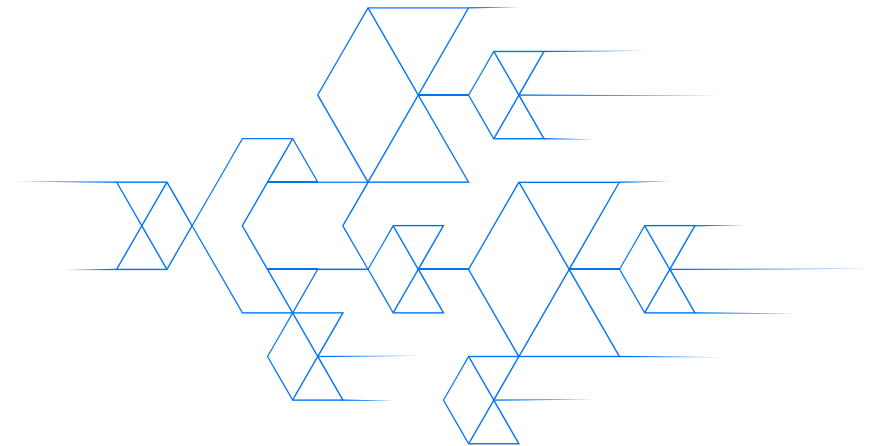


### 6- Sources and data used

The development of this strategy is based on data from several

National and international institutions:

- Ministry of Mines, Water and Energy (MINEE);
- Ministry of Finance (MINFI), General Directorate of Taxes;
- Extractive Industries Transparency Initiative (EITI);
- World Bank, AfDB, IMF - reports on natural resource governance;
- BEAC - Economic bulletins;
- Reports from specialist NGOs: CED, Global Witness, Natural Resource Governance Institute;
- Open data on world prices (Brent, minerals, tropical forest).

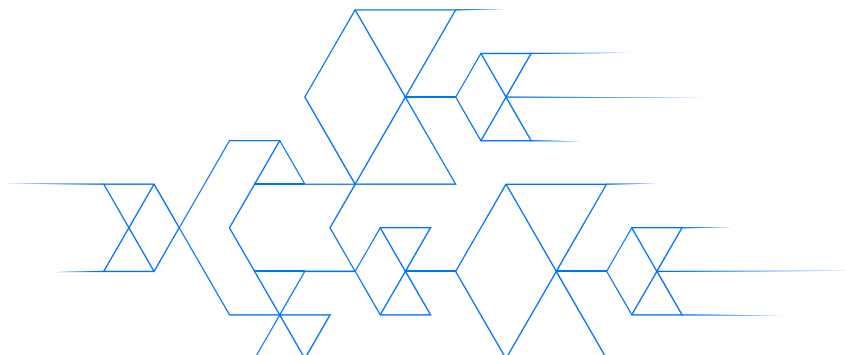


### 7-Hypotheses

The model is based on several assumptions:

- Progressive increase in extractive taxation (0.5% GDP/year);
- Increase in local processing from 15% (2025) to 50% (2032);
- Public and private investments in mining and forestry infrastructure;
- Strict application of the law on transparency and local royalties;
- Stabilization of the average oil price around \$75/barrel;
- Rationalization of existing contracts from 2026.

The calculation models incorporate direct tax contribution formulas, on the one hand Non-tax (royalties), local processing gains, and territorial redistribution.



### 8- Simulation model

The model uses a budget projection by aggregating revenues from natural resources:

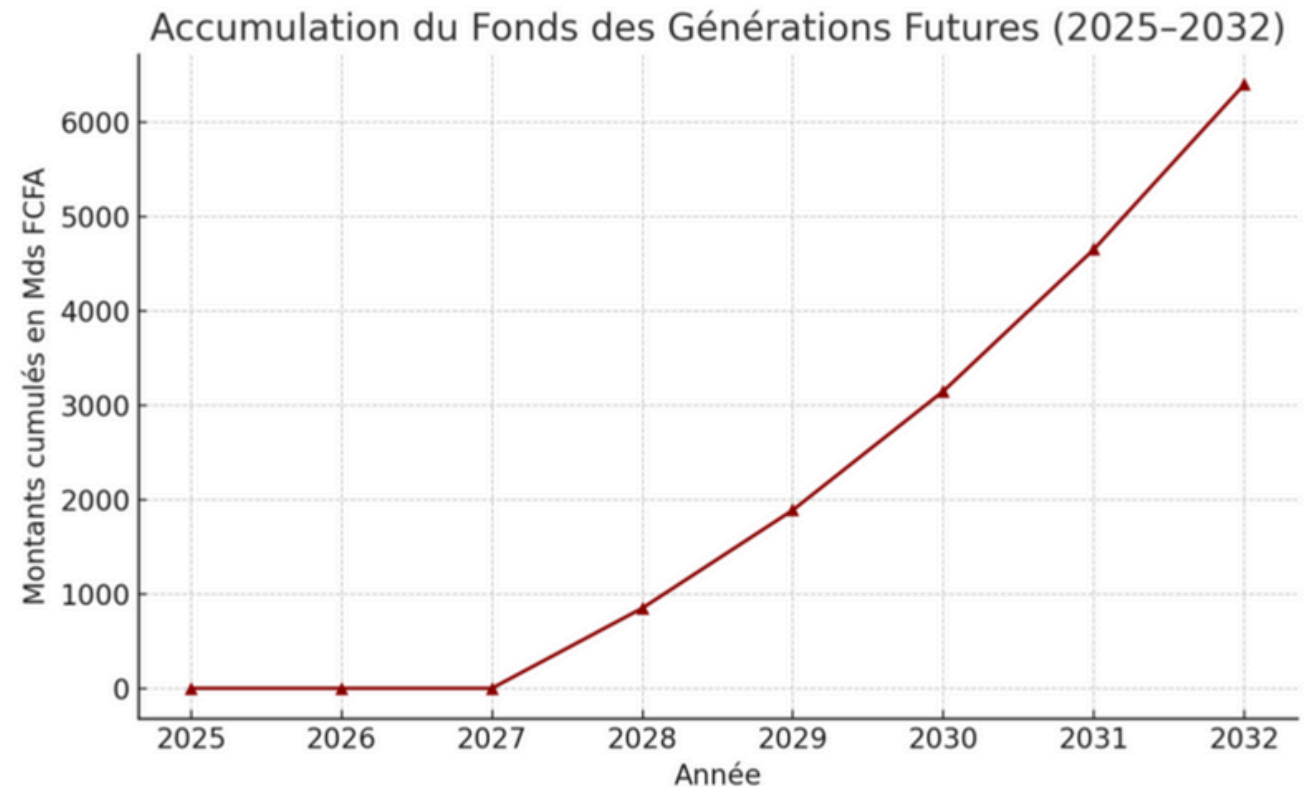
- Direct contribution to extractive taxation (taxes, duties);
- Non-tax revenues via royalties, rents, dividends from extractive companies;
- Estimation of additional revenue from local processing (wood, minerals);
- Annual reinvestment in a strategic investment or stabilization fund.



## 9- Expected results

By 2032, the model would achieve the following results:

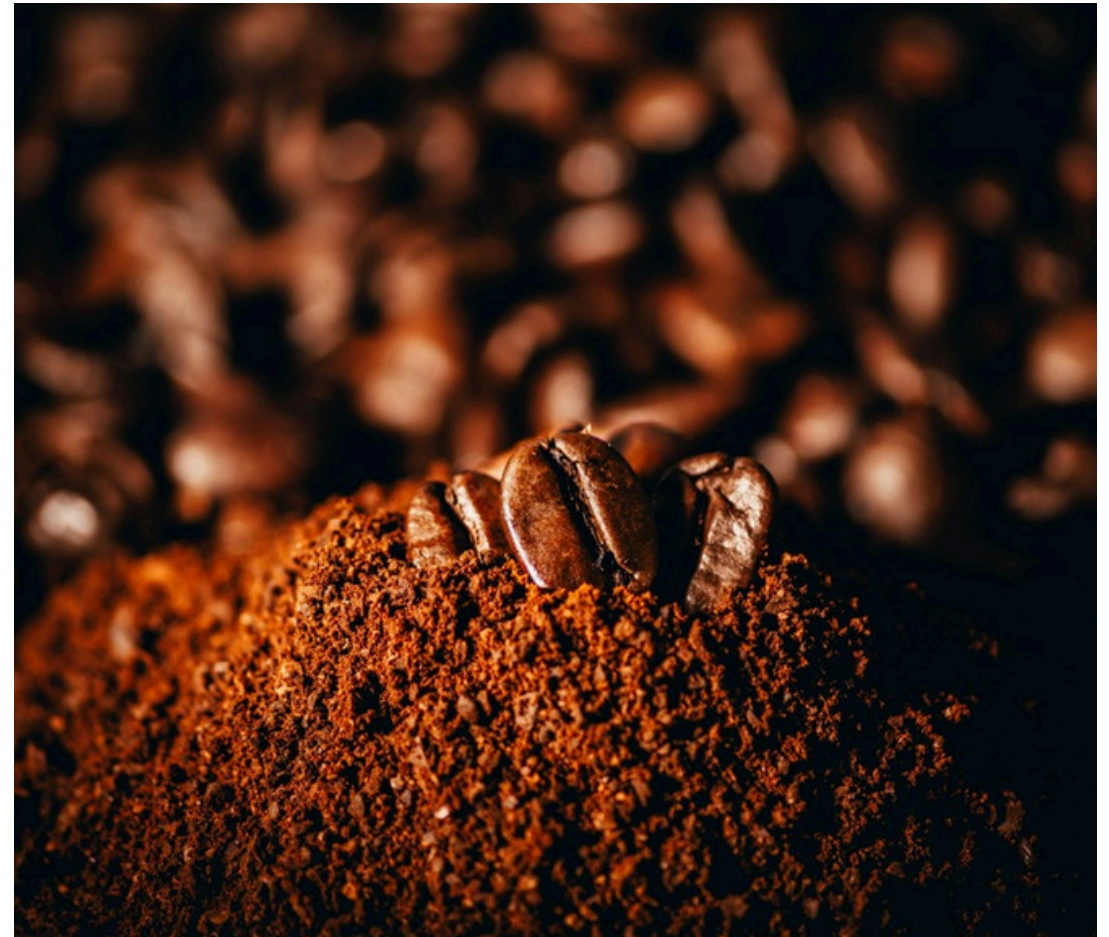
- Revenue from strategic resources: > 1,200 billion FCFA/year (i.e. 4-5% of GDP);
- Future Generations Fund: endowed with 1,000 billion FCFA per year from 2028;
- Contribution to the financing of public services: +200 billion FCFA/year in targeted transfers (health, education, youth);
- Net job creation (extractive/processing sectors): 150,000 direct and indirect jobs;
- Reduction of tax losses and illicit financial flows: -50% compared to 2025.



### 10- Conclusion and Perspectives

The Axis proposes an ambitious rethinking of the role of natural resources in Cameroon's economic trajectory. It is no longer simply a matter of exploitation, but of governing, transforming, redistributing, and investing in the future.

This strategy must be accompanied by institutional reforms, transparent public-private alliances, and active engagement of local communities. Cameroon has the resources, but it now needs to transform them into opportunities. With this approach, every barrel, every cubic meter of wood, every gram of ore can become a school, a health center, or a local job. Economic sovereignty begins where the riches of the soil are converted into sustainable human progress.



# CHAPTER 12: STRATEGIC DOCUMENT - REVOLUTIONARY BUDGET 2025-2032

## 1. GENERAL INTRODUCTION

The 2025-2032 Revolution Budget is not just another reform. It embodies a deliberate break with past logic: a decisive shift towards a state that serves the common good, is responsible, transparent, and united.

This budget comes in a context marked by a triple crisis:

Institutional, with an oversized, costly and often inefficient administrative apparatus;

Economic, characterized by worrying debt, food and energy dependence, and an under-exploited production system;

Finally, socially, where young people are prey to mass unemployment, territorial inequalities are increasing, and public services are struggling to fulfill their fundamental mission.

Faced with these emergencies, the government has chosen a clear and courageous change of direction, based on:

The reduction of the state's standard of living;

Mobilization of local and diaspora resources;

The revaluation of essential functions (education, health, justice);

Economic, energy and food sovereignty;

And a widespread digitalization of public services.

This transformation is organized around 15 strategic axes, driven by a leaner government (20 ministries), a new territorial division (5 macro-regions), and a rethought governance. It is less a matter of adding layers of management than of rebuilding a house on new foundations.

This Revolution Budget is above all an intergenerational pact:

To reconcile the State with its citizens;

To restore confidence and hope;

And to give every Cameroonian a place, a voice, an opportunity.

The 2025-2032 Revolutionary Budget is taking place in a context of political, economic, and institutional rupture. It marks the transition from a centralized, underperforming, and budget-consuming state to a sovereign, efficient, redistributive Republic focused on social justice.

Faced with multifaceted challenges (underemployed youth, debt, energy and food dependence, dilapidated public services),

The government is proposing a program structured around 12 axes, supported by a new, lean government (20 ministries), a redesigned territorial architecture (5 macro-regions) and an innovative financing strategy.

This break-up budget is designed as a lever for economic reconquest, national reconciliation and pan-African projection.



## 2. SMART SYNTHESIS OF THE 12 KEYS

Each axis targets a sectoral or cross-functional transformation, with measurable objectives by 2032:

1. Reduction of the State's standard of living: 63 to 20 ministries, 10 to 5 regions → saving of 300 billion FCFA/year.
2. Health for all: free care for children and women, 50 reference hospitals.
3. Accessible justice: lawyers for all, tripling of staff, 100% digitalization.
4. Revaluation of teachers & doctors: +100% salaries by 2032.
5. Abolition of African & diaspora visas: removal of obstacles to Afro-descendant mobility.
6. Energy autonomy: +10 GW installed, 70% from renewable sources.
7. Food sovereignty: 100% coverage of needs, 4x productivity.

8. 500,000 youth jobs/year: youth counters, entrepreneurship, economic zones.

9. Diaspora participation: 500 billion FCFA/year, diaspora bonds, digital diaspora bank.

10. Public debt: strategic reform, ratio < 45%, complete clearance of domestic debt.

11. Digitalization of the State: 100% of public services digitalized, 3 sovereign data centers.

12. Land justice: maximum 2 ha/citizen, cadastral reform, digital land titles.

These axes are interdependent, articulated around a reform of governance, taxation, and transparency.

### 3. THREE-YEAR PLANNING

Implementation follows three strategic cycles:

2025-2027: Stabilization. Institutional audit, administrative reforms, launch of major pilot programs (health, employment, energy);  
First national census, digital identity, Citizen Portal;  
Launch of diaspora bonds and domestic debt settlement plan

2028-2030: Acceleration. Average growth of 6%;  
National deployment of programs: free health, education, digital platforms;  
Complete reorganization of decentralized services according to the new administrative map

2031-2032: Consolidated sovereignty. Debt stabilized, domestic revenues increased to 18% of GDP;

Energy autonomy, food sovereignty achieved;  
Digital governance, land justice, effective pan-African mobility.  
Each period is budgeted, evaluated and monitored in real time.



### 4. GLOBAL ECONOMIC MODEL

The transformation of the State is based on a balance between new resources, structural savings and targeted investments.

i) Resource:

.Double tax revenues: from 7% to 15% of GDP by 2032;

Mobilization of 500 billion FCFA/year via the diaspora (diaspora bonds);

Strategic sovereign loans conditional on a return on investment;

Royalties from nationalized resources (water, mines, oil, energy).

ii) Budgetary uses:

Health, education, infrastructure, agriculture, digitalization;

Salary increase for essential staff (doctors, teachers);

.Reduction in standard of living: -300 billion FCFA/year of structural savings.

ii) Viability ratios:

Public debt capped at 50% of GDP;

.Debt service  $\leq$  20% of revenue;

.100% of loans allocated to productive projects.

The model is designed to create progressive fiscal space and protect macroeconomic balances.

### 5. EXPECTED IMPACT TABLES

i) GDP growth:

- Annual average: 5.8%;

- PIC between 2029 and 2031: 7% (infrastructure effect, diaspora, productivity).

ii) Jobs created:

- 500,000 young people/year, or 4 million jobs by 2032;

- 10,000 digital jobs, 150,000 agricultural and agro-industrial jobs.

iii) Food sovereignty:

- 100% coverage of national needs in rice, corn, cassava, animal products;

- USD 10 billion in agricultural exports in 2032.

i) Energy sovereignty:

- 10 GW of installed capacity (dams, solar, wind, mini-grids);

- 70% of consumption covered locally.
  - v) Reduction of inequalities:
    - Targeted free health: 5 million beneficiaries/year;
    - Direct aid: 3 million families via digital identity.
  - vi) Education & transformation:
    - 100% primary school enrollment;
    - 75% of high school graduates in scientific and technological fields.
- Each axis produces interconnected systemic effects.



## 6. SYSTEMIC RISKS AND RESPONSES

- i) Risk:
    - Internal institutional resistance;
    - Technological delay or cybersecurity;
    - External shocks (raw materials, regional security);
    - Non-cooperation from certain multilateral partners.
  - ii) Answers:
    - Digitization of finances and expenses → transparency;
    - Public market for public contracts → traceability;
    - Macroeconomic and Budgetary Stabilization Council;
    - Food, energy and administrative autonomy;
    - Strengthened South-South and intra-African partnerships.
- State reform creates a new architecture of structural resilience.

## 7. STRATEGIC CONCLUSION

The 2025-2032 Revolution Budget proposes a complete overhaul of the state. Each axis contributes to a systemic shift toward sovereignty, public performance, and equitable redistribution.

This reform is designed to:

- Restore trust between citizens and institutions;
- Deliver measurable results in all territories;
- Offer young people a path to the future;
- Reconciling Cameroonians around a modern, pan-African welfare state project;

It is a generational, budgetary, technological and territorial pact.

**General Conclusion:** A project for the renaissance of Cameroon

The document "Free the 237" is a manifesto of action and transformation for Cameroon, supported by the HIRAM25 Alliance. It is part of the continuity of the historical struggles for the sovereignty, justice and prosperity of the country, and proposes an ambitious vision for the period 2025-2032.

### Observation and ambition

Faced with the multidimensional crisis (political, economic, social, identity), the project proposes:

- A profound reform of the State and governance,
- The consolidation of public finances,
- The restoration of justice, meritocracy and excellence,
- The promotion of national culture and Hemlé as a foundation of identity and way of life.

### Main points

The program is based around 12 keys:

- 1. State reform and governance:** reduction to 20 ministries, 5 macro-regions, abolition of the Senate, digitalization of the administration.
- 2. Health and social protection:** universal health coverage, free care for pregnant women and children, construction of 50 reference hospitals.
- 3. Accessible justice and public service:** digitalization of procedures, tripling of staff, access to a lawyer for all.

**4. Education and youth:** unique, bilingual, STEM-focused education system, 100% primary school enrollment, 75% science baccalaureate holders.

**5. Diplomacy and diaspora:** abolition of African visas, mobilization of the diaspora, structured investments.

**6. Energy and infrastructure:** energy autonomy, massive development of renewable energies, modernization of networks.

**7. Land and access to land:** land justice, limitation to 2 ha per citizen, digitalization of titles.

**8. Agriculture and food sovereignty:** food self-sufficiency, quadrupling of productivity, agri-food industrialization.

**9. Industry and Made in Cameroon:** local transformation, emergence of national champions, ambitious industrial policy.

**10. Employment and entrepreneurship:** creation of 1 million youth jobs/year, massive support for entrepreneurship.

**11. Public debt and finance:** strategic reform, settlement of domestic debt, creation of a Future Generations Fund.

**12. Digitalization and modernization:** digital identity for all, 100% of public services online, 3 sovereign data centers.

### Values and identity

The project places Hemlé (courage, solidarity, excellence) at the heart of Cameroon's renaissance, with a strong cultural, educational, and civic dimension. It promotes the participation of all, the recognition of national heroes, the promotion of languages and traditions, and the integration of the diaspora.

### Method and planning

·Participatory approach: broad citizen consultation, inclusion of young people, women, diasporas and minorities.

·Three-year planning: stabilization (2025-2027), acceleration (2028-2030), consolidated sovereignty (2031-2032).

·Economic model: doubling of tax revenues, mobilization of the diaspora, productive investments, budgetary discipline.

Dear compatriots, dear sisters, dear brothers of Cameroon and the diaspora,

The time has come. The time to rise up, together, to write a new page in our history. The time to free the 237, our Cameroon, from all the shackles that hinder its momentum, its genius, its dignity.

We are the heirs of a courageous people, of a youth who, generation after generation, have stood up to injustice, oppression, and resignation. Today, it is our turn to answer the call of the homeland.

We face immense challenges:

A state to reform,

Public finances to be cleaned up,

Justice to be restored,

An economy to rebuild,

A society to be reconciled.

But we also have an inexhaustible strength: **our love for Cameroon, our Hemlé, our desire to build a just, strong, prosperous and sovereign nation.**

This project, "Free 237," is not the work of a single person, nor of a single group. It is the fruit of the reflection, the work, and the commitment of thousands of Cameroonians, of all origins, all regions, and all generations. It is open, perfectible, and awaits the contribution of everyone.

We have listened to your suffering, your hopes, your proposals. We have combined our minds to build a new, unifying political proposition, rooted in our values and focused on the future.

### **Our ambition is clear:**

To restore dignity and voice to every citizen,

Guarantee health, education, justice and employment for all,

Promote our resources, our culture, our youth,

Reconciling Cameroon with itself and with its diaspora,

Making Hemlé, this collective courage, our way of life and our compass.

We know that the task is immense. But we also know that nothing is impossible for a united, determined people, driven by love of their country and jealous of their sovereignty.

### **Cameroonians, Friends of Cameroon,**

Join this movement!

Contribute to the building.

Participate, suggest, mobilize those around you.

Together, let's make 2025 the starting point of a new era for our country.

I would like to thank, from the bottom of my heart, all the people of good will, all the volunteers, all the experts, all the young people, all the women, all the members of the diaspora, who have already given their time, their energy, and their passion to this project. You are living proof that Cameroon can count on its children.

**May love of the homeland be in us. May Hemlé be our philosophy of life.**

Let us free 237, for us, for our children, for Africa, for humanity.

This is our moment! Together we can.

